

North Dakota

Information Technology Department

Strategic Business Plan

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Table of Contents

North Dakota Information Technology Department Strategic Business Plan

Section 1 - Introduction

1-1	Statement of Responsibility	6
1-2	Executive Note.....	7

Section 2 – Executive Summary

2-1	ITD’s Vision for 2002.....	10
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Section 3 – Background

3-1	Overview of the planning process.....	16
3-2	Accomplishments.....	19
3-3	North Dakota Educational Technology Council... ..	23

Section 4 – Department Overview

4-1	Mission and Vision Statements.....	26
4-2	Guiding Principles... ..	27
4-3	Organization Chart.....	28
4-4	Financial Information.....	29

Section 5 – Business Drivers, Objectives & Strategies

5-1	Provide Value to our Customers... ..	32
5-2	Statewide Direction and Leadership... ..	47
5-3	Customer Relationships and Satisfaction.....	51
5-4	Learning and Growth... ..	53

Section 6 – Division Worksheets

6-1	Department Strategies.....	58
6-2	IT Planning Strategies.....	63
6-3	Software Development Strategies.....	65
6-4	Computer Services Strategies.....	67
6-5	Telecommunications Strategies... ..	69
6-6	Administration Strategies.....	72

1

Section 1 - Introduction

1-1 Statement of Responsibility

1-2 Executive Note

Section 1-1: Statement of Responsibility

The overall responsibility for implementation of this strategic business plan is vested with the Chief Information Officer (CIO). In pursuit of implementation, the CIO shall assign specific action plans to the staff which are designed to meet the requirements of the Mission Statement and the Goals of this business plan, and to further ITD's efforts toward achievement of its Vision.

The CIO shall receive quarterly progress reports on the implementation of the strategic business plan. Such progress reports will highlight any changes which have occurred in each of the functional areas which could affect the overall business plan. Such changes shall also be reported to the Information Technology Committee.

Section 1-2: Executive Note

The year 2001 will go down as a pivotal year in our history, the year in which North Dakota schools were connected to the state wide network; the year we emphasized all new computer applications be web enabled; the year when state government deployed a centralized geographic information system; and the year when a centralized electronic data management system was implemented. This past year, technology was given a high priority. The Information Technology Department (ITD) was appropriated 40 new positions including a technical director position which will perform the duties of the K-12 CIO. The Division of Independent Study, SENDIT Technology Services and the Center for Innovation in Instruction were transferred into ITD's budget in an effort to better coordinate technology in the state's public school system.

As we are pleased with the successful strategic technology implementations that occurred during this past year, it is important we do not become complacent. Over the next year, technology will become even more deeply woven into the fabric of business, society and our daily lives. Our environment will be defined by a variety of tools running web services, called electronic services, across the Internet that is always on and always available. Citizens will demand access to government applications via the Internet and we must be prepared to offer them in this manner. ITD will strive to coordinate this process over the next year and into the future.

The theme for the 2002 business plan is "Focusing on the Process". Attention to the fundamentals of our business continues to be a major priority. We will continue to place a strong emphasis on improving internal business functions, establishing an enterprise architecture process, improving project management and coordinating research. In order to be successful we must work closely with our customers and partners to understand their business needs and together deploy the right technology solutions.

We wish to acknowledge and thank the Legislature, our customers, and our employees for their continued support and loyalty. As we enter the upcoming year, we are excited about the challenges and opportunities that lie ahead.

Sincerely,



Curtis L. Wolfe, CIO
Information Technology Department

Sincerely,



Mike J. Ressler, Director of Operations
Information Technology Department

2

Section 2 – Executive Summary

2-1 ITD's Vision for 2002

Section 2-1: ITD's Vision for 2002

Business Drivers

Somewhat new to this year's planning process is the introduction of department business drivers. The formulation of business drivers and their application to the planning process was introduced during the 1999 planning process through the form of "Strategic Goals". To improve consistency of planning best-practices within state government, ITD's original strategic goals have been revised and renamed to become business drivers.

Business drivers represent or categorize the major services provided within an organization. In essence, the business drivers further define an organizations mission statement and commonly consist of 4 to 8 statements. Put another way, the business driver's for a state agency collectively communicate the reason why that agency was formed and its strategic direction.

ITD has established the following four business drivers:

- Provide value to our customers: Continually improve the quality & timeliness of ITD's products & services while maintaining competitive rates.
- Statewide direction and leadership: Provide strategic IT direction for government and education in ND and influence the deployment of IT throughout the state.
- Customer relationships and satisfaction: Understand customer business requirements and raise awareness of technologies available in order to provide products and services that will meet or exceed their expectations and assist in accomplishing their goals.
- Learning and Growth: Achieve an efficient, motivated, and educated workforce with the knowledge, skills, and ability to meet our current and future challenges.

The department continues to progress with its implementation of performance management. Performance measures typically cascade at three levels within an organization; strategic, tactical, and operational. The strategic measures represent the upper level and are used to assess the overall performance of the department as a whole. They are in essence the senior managers "digital dashboard" which help to determine whether the organization is progressing as planned. To assess ITD's success in fulfilling its mission, strategic measures have been established for each business driver. As the planning process is evolutionary, so too is the development of performance measures. This is ITD's first attempt to tie performance measures with business strategy and the department recognizes its measures may need to be refined over time.

Demonstrating alignment with its mission, ITD has grouped all business objectives and strategies within each of its four business drivers. A complete listing of business drivers accompanied by their supporting objectives and strategies is provided in section 5 of this plan.

Focus for 2002

The year 2001 went by as a blur. Never before has ITD undergone such an aggressive implementation of technology initiatives as it has this past year. The pace for 2002 will not decrease. Although the department successfully completed the implementation of several large projects, other projects are already on the table for the new year. Led by the Governor's New Economy Initiative, a cluster of information technology related objectives will continue to place a growing demand and importance on ITD services.

- **StageNet**, the acronym for *Statewide Technology Access for Government and Education*, encompasses implementation of the statewide network. Largely completed, StageNet phase III will deploy state network connectivity to 60 libraries and an additional 9 communities.
- **Video**. As implementation of the statewide network is largely complete, state government efforts are underway to maximize the full potential of services the network affords. Statewide video service offers immense opportunity to enhance communication within government and education. Utilizing StageNet, the growth of video endpoints and educational offerings has and will continue to increase substantially. Its implementation considered yet in its infancy, ITD will be fully involved in expanding the reach and use of video services within the state. A targeted statewide objective is to place 80% of North Dakota's population within 30 minutes of a video endpoint.
- **ERP**, the initiative to establish an *Enterprise Resource Planning* solution for government and education is well underway. Led by the pilot implementation of a K-12 student information system, PowerSchool, ERP will be a major project of the department over the next several years. Higher education will be the focus for the next phase of deployment.
- **EDMS**, the department's implementation of a centralized *Electronic Document Management System* infrastructure, has been largely successful. Although the base infrastructure to support EDMS is in place and the initiative is no longer considered by investment a "large technology project", numerous state government agencies have begun EDMS projects that will require significant ITD resources to implement.
- The **Criminal Justice Integration Project**, CJIS, is a first step toward integration of criminal justice systems and increased sharing of data among criminal justice organizations. The project establishes an information sharing framework offering numerous benefits to federal, state, and local law enforcement entities. ITD's coordination of this project is an example of its valuable role in providing statewide technology direction and leadership.
- Creating a central repository of **Geographical Information Systems (GIS)** data is another large initiative underway within the department. This project establishes a GIS data repository or "hub" that will be utilized by state agencies and other government and business organizations. The GIS data hub will provide a common database of GIS data; specialized and enterprise-level applications can be built upon the data hub. The project is in its planning and definition phases with pilot agencies scheduled to begin using the hub by early 3rd quarter 2002.
- **Enterprise Architecture**. Establishing an information technology infrastructure process within the state had been recognized as a priority initiative of ITD's 2001 business plan. The department took several small steps in establishing the process during the past year and is now fully geared and moving to establish what is now termed a "Enterprise Architecture" process, defined as a holistic expression of the state's key business, information, application, and technology strategies and their impact on business functions and processes. Enterprise Architecture is not a one-time event, nor limited to specific projects or agencies. EA is an on-going, iterative process that provides; 1) a common vision of the future shared by business and information technology through a well defined governance structure, 2) guidance in the selection, creation and implementation of solutions driven by business requirements, 3) support for the business of government through improved information sharing, 4) a means to control growing complexities of technology by setting enterprise-wide, leveraged, standards for information technology, 5) assurance to policy-makers that agencies are creating new systems and migrating old systems through a consistent process.
- The Internet is a common everyday term of our society. The newcomer, **Internet 2**, is now emerging as a technology, raising the interest of many. ITD will collaborate with higher education

and K-12 to facilitate the emergence of an internet infrastructure focused on educational institutions nationwide.

- The Internet's use has proliferated state government with new issues relating to **security and privacy** of information. Issues such as viruses, intrusion detection, and appropriate use of the internet will require ITD to focus on policy and infrastructure which maintain the integrity and reliability of its systems. Though not classified as *major* technology projects, the issues presented and ITD's responsive activities are of *major* importance.
- **E-Government.** Though recognized as a leader in its offering of web information and services, North Dakota state government technology and business leaders envision numerous opportunities to provide cross-agency web-enabled applications to our citizens. In response to this growing demand, E-government services will continue to evolve quickly within ITD. The department's E-team has a full slate of projects being developed or scheduled for development during 2002. Other areas within the department will actively pursue the cross-agency coordination and development of E-government applications and services.
- **ETC.** Merging several common groups into one, the 2001 North Dakota Legislature created the *Education Technology Council* and, to better facilitate coordination of the state's technology initiatives, placed the ETC within ITD. The ETC oversees the activities of K-12 education related technology service providers; SENDIT Technology Services (STS), Center for Innovation in Instruction (CII), and the Division of Independent Study. Partnering with ITD, the ETC is instrumental in furthering technology offerings, services, and programs to K-12 entities. The ETC's four primary objectives for 2002 are:
 1. Coordinate the use of technology and the development of technology systems to enhance educational opportunities for elementary and secondary education.
 2. Cooperate with state agencies and other organizations to develop statewide educational technology systems.
 3. Conduct a continuing study to assess the needs, resources, and facilities that are available or which may be required to establish educational technology systems throughout the state.
 4. Solicit and receive moneys from public and private sources and expend the moneys for educational technology.

Division Roles and Activities

The preceding initiatives are the focus of the CIO and executive management team and will require cross-functional resources from within all areas of the department. The following sections identify and explain the roles of each ITD division in supporting the department's objectives.

The IT Planning Division has responsibility for technology planning and oversight duties assigned to ITD in NDCC 54.59 including reviewing and approving technology plans, establishing standards and guidelines, preparing the statewide technology plan, and approving technology acquisitions. The division also acts as staff to the Legislative Council Information Technology Committee and the CIO by providing oversight of large projects and coordinating statewide initiatives. The division carries out these responsibilities by promoting best practices for the management of technology and encouraging the involvement and cooperation of state agencies. The division prepares and monitors the department's business plan and assists with the implementation of best practices within ITD.

Areas of emphasis for the IT Planning Division include; establishing the enterprise architecture process, furthering the use of formalized project management best practices, establishing the process to coordinate, direct and communicate technology related research, provide statewide coordination of agency IT planning and produce the statewide IT plan, and provide consulting services to agencies as needed.

The **Software Development Services Division** develops and maintains computerized applications and provides related consulting services. Its responsibilities include design, development, and support of customized software applications that operate on a variety of computer platforms and database management systems. The staff is on-call to support production applications 24 hours per day. Emphasis on the Web is changing the manner in which state government provides services to the public, the division is proactive in leading North Dakota state government in this technology and others where it is feasible and cost effective.

Areas of emphasis for the Software Development Division include; expand project management knowledge and techniques, improve operational work processes, improve web service offerings, and attain a staffing level with the knowledge, skills and abilities to meet customer demand.

The **Computer Services Division** is responsible for central computer systems and their operations. The staff in this division oversee all architecture and system hardware to serve applications and world-wide-web based systems to state government. The technical services staff oversee the operating environments for S/390, AS/400, Sun servers and the enterprise print systems. Disk and tape storage are managed with Tivoli Storage Manager for the storage area network and S/390. The server support staff oversee the Intel platforms running Linux and Windows operating systems and also support the enterprise anti-virus systems. Supported databases include Oracle, DB/2 and ADABAS and are all internet-accessible providing data to state government users and internet web users. The groupware section supports enterprise versions of Microsoft Exchange, Lotus Notes and SMTP mail servers. These systems are host for nearly ten-thousand e-mail accounts. The operations staff provide round-the-clock job processing and routine system procedures required during the non-business hours. This section also assists with the routine operations of ITD including mail distribution and physical management of the central computer room. The computer room is environmentally controlled and electrically protected by an uninterrupted power supply. All sections employ an on-call routine to provide twenty-four hour support for system availability.

Areas of emphasis for the Computer Services Division include; maintain and improve upon the services required to support a 24 x7 operation, actively participate in the emerging enterprise architecture process, and investigate, recommend, and implement technologies that improve upon the state's technology infrastructure.

The **Telecommunication Services Division** maintains telephone systems and services, video services, network infrastructure, and help desk support. The division designs and maintains the state's wide area network for all government and education entities in the state. The voice, data and video systems and services the Telecommunications division provides are mission critical to government and education in North Dakota. The division strives to make these systems and services reliable and effective for the people who rely on them.

Areas of emphasis for the Telecommunications division include completing StageNet phase 3 by connecting 60 libraries; provide systems and network to support 10,000 telephones, 5,000 voice mailboxes, and 10 million minutes per year of long distance; provide systems and network support to over 20,000 computer connections at over 450 locations; providing support center assistance for over 5,000 calls; enhancing capacity for internet access; furthering DSL service as a lower cost connectivity alternative to T-1; and, monitor advancements in Voice over IP and Wireless for potential uses within state government.

The **Administrative Services Division** handles agency personnel and accounting support, network and host security, research and development, records management, micrographics, and contingency planning. Internal accounting, secretarial services, rate schedules and billings are provided by this division. Staff in this division provide security administration for ITD hosts and firewall security for the state backbone. Disaster recovery plans are developed and tested. Research, marketing, and implementation assistance on new technologies are services provided to ITD's customers by this division. Staff in this division establish and administer statewide records and forms management programs to assist state agencies in the creation, utilization, maintenance, retention, and final disposition of state records. Micrographics services are also provided by this division.

Areas of emphasis for the Administrative Services Division include; meet all financial budgeting and reporting requirements, maintaining processes and procedures which maintain system integrity, recovery and security, maintain and improve upon state record management processes, and continue to build upon the state's EDMS infrastructure.

The continued fast pace of technological change and the rising expectations of its customers will place even greater pressures on ITD during 2002. This strategic business plan provides a framework to guide the department's activities during the next year. Planning is an iterative process and the preparation of this document represents only a portion of that process. Industry research and best-practices show strategic IT planning evolving away from its traditional annual process towards a more dynamic and continuous strategic renewal process. ITD has also recognized the need to continually review and adjust its strategic courses of action. The department will continually monitor the implementation of this plan's strategies. In addition, each quarter the executive management team will meet to discuss the department's strategic progress and fine-tune its strategic objectives if necessary.

3

Section 3 – Background

- 3-1 Overview of the planning process
- 3-2 Accomplishments
- 3-3 North Dakota Educational Technology Council

Section 3-1: Overview of the planning process

Round 3

In the Fall of 1999 the Information Technology Department initiated an annual business planning process. Strategic planning efforts, prior to 1999, were not successful at implementing a sustained department-wide process of “planning your work, and working your plan”. This is ITD’s 3rd *annual business plan*, a measure of success in itself.

Statistically, a majority of business planning efforts fail to survive their first year. In many cases, outside expertise is brought in to develop the business plan and unfortunately, when the finished document is complete and the experts leave, much of the knowledge critical to “keeping the plan alive” leaves as well.

With that threat in mind, ITD has approached its business planning process with a great deal of situational analysis. What works in one business, or is an industry best practice, may not be the right approach for ITD. In business planning the value is truly in the process – not solely the finished document. Critical to the process’s success is the organizations involvement and learning. Therefore, to be successful in the long run, business planning must be recognized as an evolutionary process.

Strategic plan?

When you ask, what are we going to do, you are talking about a strategic plan. When you ask, how and when are we going to do it, you are talking about an operations plan – which includes the details in achieving the objectives of the strategic plan. This leaves us with the question, “What is ITD’s plan: strategic or operational?”.

Common characteristics of a *strategic* plan include:

- Systematic and ongoing
- Focused on external environment
- Deals with big issues
- 3 – 5 years beyond present
- High level
- Developed by senior management

Common characteristics of an *operational* plan include:

- Shorter time frame, typically one year
- Internally focused
- Directed by strategic plan
- Deals with micro issues
- Highly participatory

As mentioned previously, a great deal of situational analysis was undergone to determine the best format and type of plan for ITD. And to answer the question of whether our plan is strategic or operational; the answer is both. ITD’s business plan is a hybrid adaptation of what is most effective for the department at the present timeframe. As this plan is an improvement over previous plans, undoubtedly the format and content of future plans will continue to evolve and improve.

Plan Objective

Strategic management is defined as the set of decisions and actions that result in the design and activation of strategies to achieve the objectives of an organization. In general, strategic planning establishes a course of direction and guides an organization towards achieving that direction. In growing a strategic planning

process within ITD it is important to recognize the organization's present state as it relates to planning. ITD's long-range objective is to become a strategically managed organization. However, the transformation is a strategic journey in itself and involves many steps along the way. Attaining our future state requires completing strategic activities, of which, most must be performed by operational work units. ITD's past success in implementing strategic activities has been limited by an already busy organization's ability to absorb additional work. ITD's priority is providing the services our customers require, completing strategic business plan activities has been secondary. This is not to say strategic management should take second stage – the challenge, as indicated before, is in the transformation.

Our main obstacle is our inability to identify all operational work activities and their corresponding resource requirements. Inevitably, having the best defined strategic direction is worthless if the organization cannot allocate resources to execute its strategies. The overall objective of this year's planning process was to move the organization one step closer toward a strategically managed state. Our strategy is to "get all the cards on the table", or in other words, establish a plan that includes strategic activities and encompasses as much of our operational work as possible. Thereby offering a more complete picture of what ITD will be doing during the year.

Establishing strategy, as a result, becomes a more realistic process and ultimately our success at implementing the plans activities will be greatly improved. With this accomplished, future plans will focus more on high-level "steer the ship" initiatives and management will have information to assess the organizations ability to undertake those initiatives.

Developing the plan

A typical business planning cycle begins by assessing the circumstances and conditions surrounding an organization. This "environment" assessment commonly gathers information from two views. The first view is directed from an external customer perspective, while the other is internally focused and based on how the organization perceives itself. The emphasis of ITD's *first* business planning cycle was directed externally, the *second* planning cycle placed greater emphasis on an internal perspective. The approach for this *third* cycle has been balanced, with equal attention given to internal and external perspectives.

The information gathering phase of the project involved ITD employees and external customers. As practiced in previous plans, a series of focus groups were conducted to explore topics that are of importance to the planning project. Focus groups are a tool that facilitate communication efforts. As the name implies, each session focuses on a topic and has a focused group of individuals connected with that topic. Focus groups are designed to elicit conversation and to explore ideas. Focus groups look to gather impression, not to draw conclusion or to define action steps.

"Projects A-Z: Doing business with ITD", was the overall theme given to this year's focus group sessions. Although conversation was not limited, the group discussions focused on issues and opportunities presented in conducting business with ITD. Nearly 50 individuals from a wide variety of ITD customers took part in the focus groups. ITD wishes to thank all of those who participated for their valued input to the planning process and for candidly expressing their thoughts of how ITD can better itself as a partner.

Once the information gathering phase was completed, data was analyzed and presented to the entire ITD management team. An all-day strategy development session was held to discuss each "division vision" and address issues affecting the entire department. Upon completion of the management strategy session, supporting "mini-plans" were again developed by each division.

Plan Format

Though intended primarily as an internal document, this business plan serves multiple purposes. The Executive Summary section is perhaps more valuable to external customers and stakeholders. It provides a

high-level narrative explanation of key strategic points to be addressed during the year. The Department Overview section defines ITD's internal structure.

The Business Drivers, Objectives & Strategies section defines how we will work towards our direction by providing an internal roadmap of who will be doing what during the year. The Division Worksheets section lists, by division, all assigned strategies. The worksheets are designed to guide, track and report the implementation of strategies. Consistent with previous plans, each strategy has been assigned an owner who is responsible for the strategy's implementation. Each strategy will require a tactical plan and monthly progress reports. Business plan activities and progress will be communicated to employees via the ITD intranet.

Focusing on the Process

While developing this year's plan an overall theme emerged - our 3rd annual business plan is titled, "*Focusing on the Process*".

Organizations are built upon business processes that deliver products and services; ultimately every ITD employee's work is part of a business process. Work environments experiencing fast-paced change and demands typically are forced to make quick adaptations to existing business processes. Often is the case where the push to "get the job done" overlooks items which end up causing problems later.

Based on our customers satisfaction, ITD has fared well in responding to its customers ever-increasing demands. However, sustaining a fast-pace of change requires an organization to periodically analyze and improve processes with a focus on the *entire* picture, not just quick patches. *Focusing on the process* directs our attention to *how* ITD produces its services. One ITD business driver (imperative) is to "Provide value to our customers". This driver directs our attention to improving the quality and timeliness of our services. All objectives and strategies within this driver seek to improve our business processes. Supporting this year's theme, 65% of this business plan's strategies are "*focusing on the process*".

Section 3-2: Accomplishments

The following list has been compiled by each ITD division to identify some of the work accomplishments achieved during the past year.

IT Planning Division:

- ❑ Was actively involved in the legislative process by presenting IT planning information to Appropriation and IT committees, attending committee hearing and providing supporting documentation to the CIO.
- ❑ Developed the implementation of the Criminal Justice Information Sharing (CJIS) plan along with the Bureau of Criminal Investigation, Courts, and Highway Patrol.
- ❑ Developed RFP and assisted with vendor selection for Criminal Justice Project
- ❑ Assisted ITD E-Team in submission of ndcriminaljustice.com as Best of the Web
- ❑ Promoted and coordinated Participated with Project Management Institute (PMI) in development of Certified Associate in Project Management.
- ❑ Established Project Management discussion group.
- ❑ Provided Business Process Reengineering facilitation and training to various state agencies.
- ❑ Authored and submitted TOP grant application for Regional Technology Center video conferencing.
- ❑ Facilitated standards and policy meeting to discuss accessible web development, groupware standards, generic email usage, EDMS, document management, security, electronic signature, video conferencing,, and wireless LAN
- ❑ Developed outline for E-government plan.
- ❑ Developed Phase 2 WAN objectives and performance measures.
- ❑ Assisted in developing K-8 WAN connection strategy and application process.
- ❑ Coordinated state library & network services meeting to begin WAN connection planning
- ❑ Completed and submitted the Digital Government Survey Parts I-IV for the State of North Dakota.
- ❑ Assisted in development of business plan (C/B analysis) for PowerSchool
- ❑ Coordinated SSA Data Exchange meeting.
- ❑ Developed and began implementation of a Technology Planning Project for the Tax Dept.
- ❑ Developed IT Planning Guidelines for 2002 plan
- ❑ Developed presentation on Online Opinion Polling
- ❑ Outlined PC Replacement Cycle Analysis
- ❑ Completed Appropriate Usage White Paper
- ❑ Completed special report on contracts presented to legislative IT committee
- ❑ Gathered ITD division level performance measures and refocused development of ITD's performance management program.
- ❑ Prepared white paper on Seat Management
- ❑ Completed quarterly large project report and distributed to IT Committee
- ❑ Develop study plan for HCR 3057 and presented to IT Committee
- ❑ Arranged Value Day meeting with META Group, Inc. at U of Mary for ITD management and agency representatives
- ❑ Developed ITD's annual strategic business plan
- ❑ Assisted ITD project managers with the implementation of PM best practices
- ❑ Coordinating the development of ITD's intranet site.
- ❑ Monitor the implementation of business plan activities and coordinate special projects as assigned.

Software Development Division:

- ❑ Project Management Office has been established and is overseeing software development projects in progress.
- ❑ Systems Development Methodology was re-written to provide more quality assurance steps.
- ❑ Project Management Methodology is fully automated on a Lotus Notes system that provides customers instant access to project requirements, analysis specifications, issues, etc.
- ❑ All Software Developers that have completed probation have a training plan.
- ❑ 20 Software Developers achieved Certified North Dakota Project Manager status.
- ❑ In-House training has been held for several technology areas including WebSphere, SeeBeyond, MS Project, Silverstream, Java.
- ❑ Several individuals have attended conferences on topics such as HIPAA, Medicaid, Electronic Data Interchange, Java, Websphere, Lotus Notes, etc.
- ❑ Studied our cost estimating tools and processes. The research has proven that we need to improve our processes.
- ❑ Inventoried our customers' planned projects for the biennium and developed a staffing plan.
- ❑ Hired a GIS Coordinator who is in the process of building a GIS data hub.
- ❑ Hosted GIS Day where GIS technology and maps were displayed and discussed with anyone interested. This coincided with the GIS Day proclamation signed by Governor Hoeven.
- ❑ Established a small systems development group responsible for MS-Access programming and IVR support.
- ❑ Established monthly project status meetings with our six largest customers.
- ❑ Researched Extensible Markup Language (XML) and presented a technical lunch 'n learn seminar on where XML can be applied and it's programming syntax.
- ❑ Researched how web sites are made ADA compliant. Have participated in developing statewide standards for ADA compliance.
- ❑ Created Web Design Standards for state agencies.
- ❑ Researched tools and processes required to web-enable Human Services' VISION application. Have implemented the architecture to do this in 2002.
- ❑ Added one additional web designer to the e-government staff.
- ❑ Researched application servers and done Software Development's part in implementing WebSphere at ITD.
- ❑ Worked with Human Resources and ITD Administration to hire 19 additional Software Developers from July 1 through November 30, 2001. Fourteen have been trained and are doing production work.
- ❑ Implemented a method for developers to work part-time. One has gone on part-time status and another was hired as part-time.
- ❑ Organized project teams for two large projects. They are Human Services' HIPAA Project and Department of Transportation's Construction Automation and Reporting System.
- ❑ Taken over maintenance of the DOT's Motor Vehicle system with assistance from contractor's that wrote the system.
- ❑ Provided oversight and lots of input to the ERP selection process.
- ❑ Provided project management and liaison services for the PowerSchool implementation project.
- ❑ Completed software development work required to upgrade Oracle and PowerBuilder software.

Administration Division:

- ❑ Audio/Video Broadcasts
- ❑ Legislature, DOT, Supreme Court, PSC
- ❑ SiteScope Research
- ❑ iPaq Research
- ❑ PVCS Research

- ❑ Tax Department EDMS Project
- ❑ EDMS proposals for 4 additional agencies
- ❑ Electronic Signature Guidelines
- ❑ Merged Micrographics Section
- ❑ Retention schedule for universities
- ❑ Annual training for coordinators
- ❑ Doubled on-line record series descriptions.
- ❑ Successful Disaster Recovery Test
- ❑ Disaster Recovery RFP and Contract
- ❑ Implementation of Password Change Authentication System
- ❑ Migration of Security Forms to On-line Request System
- ❑ Security Awareness Training
- ❑ Content Monitoring Software Research

Telecommunications Division:

- ❑ Completed Phase II of Network Implementation
 - 202 schools connected
 - H.323 video conferencing capability
 - 80% increase in the number of sites on the network
 - 33% increase in the number of videoconference sites
 - 20% increase in the number of classes taught via video
 - Redesigned and rebuilt network core with full redundancy
 - Increased Internet access bandwidth by 33%
- ❑ Operations and Maintenance
 - Provide systems and network to support 10,000 telephones and 5,000 voice mailboxes
 - Over 20,000 computer connections supported @ over 450 locations
 - Support over 10,00,000 minutes of long distance traffic
 - Support Center handled over 5,000 calls for assistance
- ❑ Other Projects
 - Over 50 major projects completed

Computer Services Division

- ❑ Xerox Production Class printer acquired:
A Xerox production class printer will be installed to replace 2 IBM mainframe printers (6262 band printer and 3160 laser printer).
- ❑ Groupware Mail Relay System and AntiVirus:
Computer Services Groupware and Server Support staffs implemented an enterprise class e-mail routing and e-mail antivirus system. The system allows all users in state government to use a common "@state.nd.us" suffix. The antivirus gateways have shown significant value alone in their ability to *contain* major viruses such as the "I love you and Melissa" viruses in a matter of under 2 hours. This was exceptional in assessing the damage compared to other businesses in the industry.
- ❑ Oracle Database Support:
The database support team turned up an exceptional number of Oracle instances during the 2001 year including database schema and dataflow understanding for the following systems including, but not limited too: VRTS, FileNET, Powerschool, SIBR, Job Services NDWorks, multiple web application server connectivity, mobile data terminal, NETID, HEAT, Medicaid/TANF CSE Cool -> Vision support, and DPI's food and nutrition system.
- ❑ Microsoft Active Directory and LDAP:

Computer Services championed the concept and benefits of a statewide directory for the network.

- ❑ **Electronic Document Management System (EDMS):**
Several systems were required to support EDMS. A combination of FileNET and Cardiff systems needed to be hosted. Quickly educating the support staff was critical to helping the Tax Dept meet their goals. This system also required the database team to understand the FileNET database scheme to create the necessary Oracle database.
- ❑ **IBM Magstar Upgrade:**
CSS staff provided technical installation expertise to upgrade the 3494 Magstar Tape Library to position us in the future to accommodate the GIS, EDMS and ERP systems for backup. This brings the storage capacity of the Magstar to 32TB.
- ❑ **Storage Area Networks (SAN):**
Continuing on the design of the SAN system created in May, 2000, CSS storage staff worked with Compaq to support a heterogeneous SAN fabric that can support various vendors products. This benefits the agencies by not having to create their own SAN fabric hardware and educate staff in the specialized area of storage management.
- ❑ **Supported Highway Patrol Mobile Data Terminal system:**
CSS staff provided technical troubleshooting expertise to support the HP's mobile data terminal system. Expertise was required from development, database, networking and Unix and NT systems support staff.
- ❑ **Powerschool:**
Although the actual Powerschool application version is premature for production, the staff has been instrumental in supporting and hosting the application. A mixture of database, Unix and network talents were required to accomplish this.
- ❑ **Job Services NDWorks Application:**
Computer Services staff provided significant technical input to support the NDWorks Oracle application. Job Services IT department looked to ITD to assist in the ongoing technical design and review of the major NDWorks application. A mixture of database, Unix/Oracle talents were required to accomplish this.
- ❑ **WebLogic Application Server:**
Computer Services staff ramped up to provide its fifth supported web application server platform. In response to DPI's request for needed support of their food and nutrition application, ITD responded by providing the necessary skills to help DPI accomplish and meet their business needs.
- ❑ **Xerox VIPP software installed:**
Xerox programming software was installed which automated the required rewrite of COBOL and Natural Formdef and Pagedef programs. This allowed us to rewrite forms that would take hundreds of programming hours into a matter of 4 hours.
- ❑ **IBM Websphere:**
Computer Services staff ramped up to provide its sixth supported web application server platform. In September, ITD decided to develop and support IBM's Websphere product. This introduced a significant skill set for Computer services to support including a new web server and web application server.
- ❑ **OS/390 Operating System Upgraded to the new z/OS:**
Upgraded the OS/390 operating system to z/OS 1.1 This release positions us to migrate to the new z-series mainframe server in IBM's line of servers and was a required upgrade for the z/series. This was accomplished without engaging IBM contract services which is normally required. This signifies the high level of technical staff we employ.
- ❑ **Rightfax Groupware Application:**
Computer Support Services Groupware staff implemented an enterprise fax application that will replace two costlier FaxGate and Visit Messenger systems. All users on the state's enterprise Domino, Exchange and Pop mail systems will benefit from this added functionality.

Section 3-3: North Dakota Educational Technology Council

The 2001 North Dakota legislature created the Educational Technology Council (ETC) as an entity within the Information Technology Department (ITD) to coordinate educational technology initiatives for elementary and secondary education. The ETC replaced the Educational Telecommunications Council that operated with a similar, but limited role since 1989 within the Department of Public Instruction (DPI). The ETC's budget and appropriated funds were also moved from DPI to ITD.

The ETC has four primary objectives:

1. Coordinate the use of technology and the development of technology systems to enhance educational opportunities for elementary and secondary education.
2. Cooperate with state agencies and other organizations to develop statewide educational technology systems.
3. Conduct a continuing study to assess the needs, resources, and facilities that are available or which may be required to establish educational technology systems throughout the state.
4. Solicit and receive moneys from public and private sources and expend the moneys for educational technology.

The ETC has twelve members representing groups who are stakeholders in K-12 educational technology. The ETC established a state director position to oversee the activities of three of the state's education technology service providers; Center for Innovation in Instruction, Sendit Technology Services, and the Division of Independent Study. These service providers were moved under the ETC by the 2001 legislature and their general fund budgets were also moved to the ITD budget.

The Center for Innovation in Instruction (CII) is responsible for professional development of K-12 administrators and teachers. The specific focus of CII professional development is the use of instructional technology to improve teaching and learning. CII trains educators to integrate the use of appropriate technology resources in all curriculum areas.

CII operates under a Memorandum of Understanding between ITD and Valley City State University where CII's offices are located. The MOU outlines the professional development services CII renders to the state's public schools and the financial relationship between CII and ITD.

Sendit Technology Services (STS) provides technical support and services to K-12 users of the state's wide area network. Major services include email, email list, web page and online course hosting, and software/hardware discounts. Support provided by STS includes help desk, LAN/WAN resource planning, and six regional information technology specialists who provide customized support and information to schools.

During the 2001-03 biennium, STS operates under a Memorandum of Understanding between ITD and North Dakota State University where STS's main offices are located. The MOU outlines the technical services and support STS renders to the state's public schools and the financial relationship between STS and ITD.

The North Dakota Division of Independent Study (NDIS) provides elementary and secondary school courses through print-based distance education; 70 of the courses are available online through the worldwide web. All courses required to complete four years of high school and receive a diploma are available online. In addition to North Dakota, NDIS students are in 49 other states and 43 foreign countries.

NDIS employs 19 certified teachers and 21 administrative and support staff. NDIS provides office space and administrative support for the state K-12 technology director.

Major Initiatives

After July 1, 2001, the state network was extended to K-12 schools. All of the state's high schools now have a high-speed connection to the Internet. The 2001 legislature appropriated state funds to pay for K-12 schools connection to the network and Internet access fees.

Connecting all the schools to the state network opened up several new opportunities for teachers and students beyond better and faster access to the Internet. Videoconferencing between schools for purposes of sharing classes, for meetings, and for other communication is now possible for many schools that could not previously afford the high costs of dedicated leased lines. Over 80 schools that had no videoconferencing capabilities before have expressed interest in implementing this technology within the next year.

The ETC will make grants available to schools in early 2002 to support the purchase of videoconferencing and related classroom equipment. The amount of funds available to each school will depend on the number of schools that have done the necessary planning and are ready to implement distance learning in the next year.

Training for new distance education teachers will be offered through the CII. CII will also offer an annual distance education conference for all distance education teachers to learn new skills and share ideas with their experienced colleagues. CII also offers professional development to school technology coordinators, facilitators, and school administrators. These professional development opportunities are made available at no cost to the teachers, administrators or their schools.

The ETC is also working on a plan with Sendit Technology Services to provide funding to ensure that every school in the state has adequate computer virus protection. A number of viruses attacked school computers earlier this fall. The ETC funds will help encourage schools to purchase and update their virus protection so that staff time is not needlessly spent on virus repairs and that the new statewide K-12 network is not compromised by virus related slow-downs.

The Division of Independent Study is planning to offer two courses to high school students in the 2002-03 school year that will use a combination of online coursework and videoconferencing. A small number of schools/students will be identified and given extra support for piloting this new distance education delivery mode.

During the current biennium, the Director of ETC and the directors of CII, STS and NDIS will work on reorganization issues, including new organizational and budgetary structures aligned directly under the ETC. Recommendations will be made to the 2003 ND legislature regarding this realignment.

4

Section 4 – Department Overview

- 4-1 Mission and Vision Statements
- 4-2 Guiding Principles
- 4-3 Organization Chart
- 4-4 Financial Information

Section 4-1: Mission and Vision Statements

Legislation in 1999 established the Information Technology Department (ITD). A Chief Information Officer (CIO) was appointed by the Governor to oversee the department. ITD and the CIO have broad leadership responsibilities to all state agencies and the citizens of the state IT community in dealing with workforce development, economic development, tax and public policy and telecommunication infrastructure through the design and deployment of information technology.

ITD is responsible for wide area network services planning, selection and implementation for all state agencies, including institutions under the control of the State Board of Higher Education, counties, cities, and school districts. ITD is responsible for computer support services, software development, statewide communications services, standards for providing the infrastructure and systems for electronic access to government services, technology planning, process redesign and quality assurance.

Mission Statement:

Provide leadership and knowledge to assist our customers in achieving their mission through the innovative use of information technology.

ITD Vision Statement:

ITD is recognized as an innovator and leader in the development and use of E-Government, in the deployment of statewide IT infrastructure, and for promoting and supporting innovative education and workforce development opportunities across the state.

Section 4-2: Guiding Principles

ITD Guiding Principles

The following principles, grouped into five areas, were adopted by ITD to provide a set of values and rules to guide its employees in its daily operations. Values are lived and serve as a foundation from which we build working relationships.

Respect for the Individual

We treat everyone with dignity and respect
We recognize the importance to balance work and family

Commitment to Customer Success

We strive to develop the solution that best addresses the needs of our state
We are committed to deliver results---on time and within budget

Achievement through Teamwork

We recognize ITD's success depends on partnerships and collaboration outside the department
We want to help, learn and work with each other

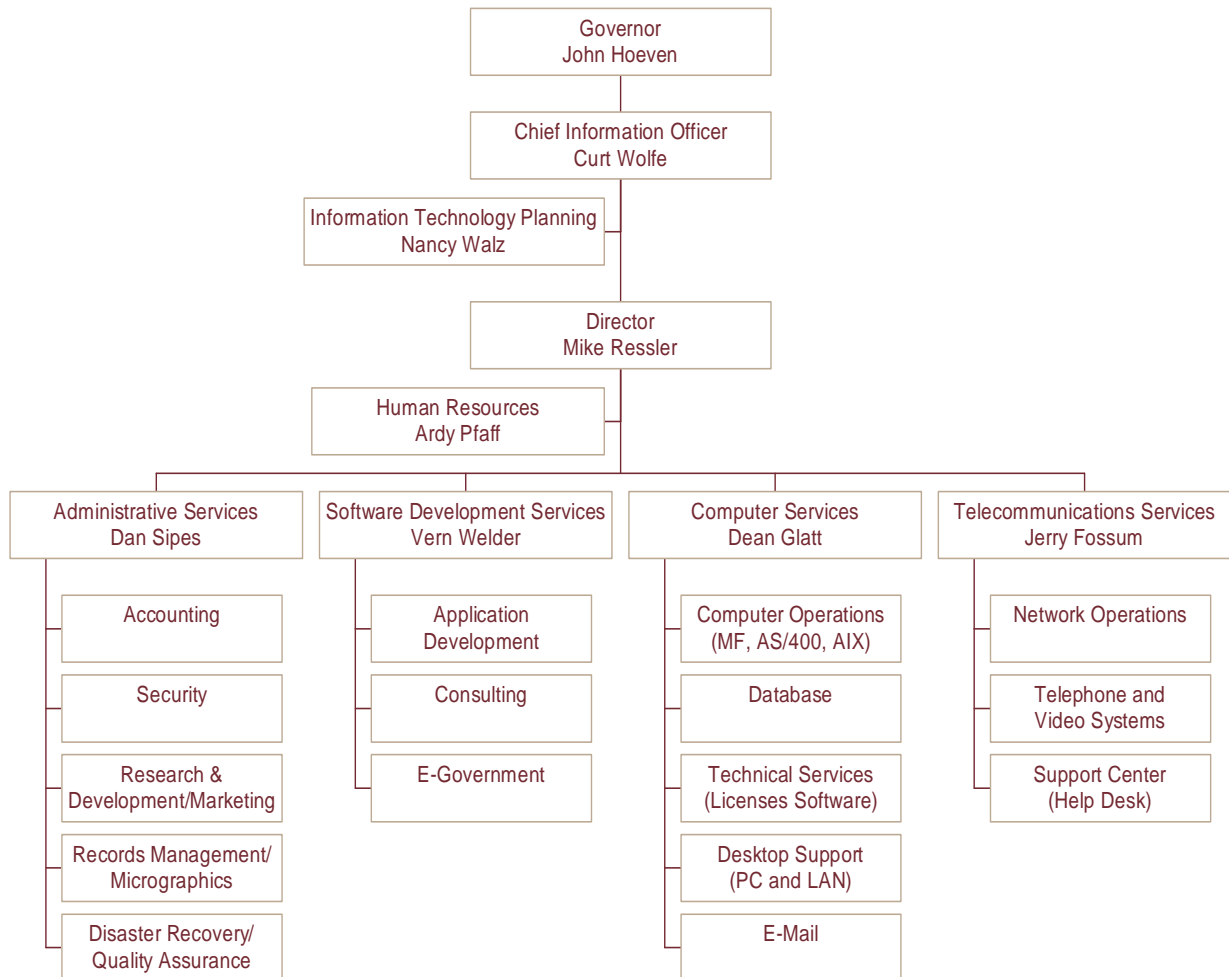
Integrity

We build long-term, lasting relationships through mutual trust
We value open, honest, two-way communication

Leadership, Improvement, and Innovation

We encourage initiative and creativity
We are committed to investing in the technical knowledge and expertise
We are driven to continuously improve.

Section 4-3: Organization Chart



Section 4-4: Financial Information

The Information Technology Department (ITD) operates as an internal service fund. Accordingly, the department is funded by the Legislature with authority to receive dollars from agencies for services rendered and the authority to spend those dollars to acquire the services. For each service offered, ITD implements a process of defining and assessing a fair and equitable billing structure that provides for payback of the initial investments and ongoing operations. This is accomplished by determining the actual cost of providing the service and establishing a unit rate for that service. ITD is committed to quality service in a timely manner for a reasonable cost.

Current rate schedules can be viewed by accessing www.state.nd.us/itd/billing.

5

Section 5 – Business Drivers, Objectives & Strategies

- 5-1 Provide Value to our Customers
- 5-2 Statewide Direction and Leadership
- 5-3 Customer Relationships and Satisfaction
- 5-4 Learning and Growth

Section 5-1: Provide Value to our Customers

Business Driver: Provide Value to Our Customers

- Continually improve the quality & timeliness of ITD's products & services while maintaining competitive rates.

Provide Value to our Customers

Performance			
Measurement		Baseline	Target
Percentage of strategic initiatives completed.		2000 – 35% 2001 – 50%	2002 - 75%
Percentage of completed strategic initiatives meeting objectives.		* Not available for previous years.	* 2002 will establish baseline.
Percentage of system availability.		* To be developed as an aggregate value of available data.	* To be developed; pending baseline.
Percentage of ITD projects completed on time, within scope and budget.		* To be developed as project tracking procedures are established.	* To be developed; pending baseline.
Business Objectives & Strategies			
Department Objective (DO1): Improve system availability through better management and reporting of problem and change related information.			
Strategy		Owner	Due Date
DO1S1	Meet with ITD sections to identify what problem and change related information needs to be shared and its timeliness to be effective. Establish process to review and refine on a quarterly basis.	Cindy K.	2/28/02
DO1S2	Establish policies and procedures to ensure problem status information is communicated internally, and to customers, on a timely basis.	Cindy K.	5/31/02
Department Objective (DO2): Increase the number ITD projects completed on time within scope and budget by improving ITD’s project management techniques.			
Strategy		Owner	Due Date
DO2S1	Improve internal ITD project request and tracking procedures by establishing project criteria, review, management, and reporting procedures.	Rob G.	3/1/02 (Start 1/22/02)
DO2S2	Establish procedures to assess completed projects and determine their success in meeting project goals.	Rob G.	9/1/02 (Start 7/1/02)

Provide Value to our Customers

DO2S3	Assess present methods of communicating and storing project information. Present options to executive management team and implement identified actions.	Rob G.	8/1/02 (Start 4/1/02)
Department Objective (DO3): Improve communication through better organization and management of internal ITD information.			
Strategy		Owner	Due Date
DO3S1	Develop an ITD intranet that becomes a central repository for critical and valuable information. <ul style="list-style-type: none"> <input type="checkbox"/> Implement Phase 1. <input type="checkbox"/> Implement Phase 2. <ol style="list-style-type: none"> 1) Establish project team and scope, review with executive management team. 2) Assign project leader, identify resources required and establish project plan. 3) Execute project plan and complete project. 	Rob G.	2/15/02 3/15/02 (Start 3/1/02) 8/1/02
Department Objective (DO4): Improve communication and the utilization of resources by conducting efficient and effective meetings.			
Strategy		Owner	Due Date
DO4S1	List all ongoing ITD meetings, their purpose, schedule and intended audience. Review and adjust accordingly.	Mike R.	1/15/02 (start 1/1/02)
DO4S2	Establish guidelines to improve how internal and external meetings are conducted.	Mike R.	4/30/02 (start 1/15/02)
Department Objective (DO5): Improve processes used for rate setting and cost recovery.			
Strategy		Owner	Due Date
DO5S1	Study of ITD's current and future revenue streams, present findings and recommendations to executive management team. Key considerations are: <ul style="list-style-type: none"> <input type="checkbox"/> Shifts in computer platform usage. <input type="checkbox"/> Long term support costs and its impact on TCO. <input type="checkbox"/> Demands for more fixed-cost billing. 	Dan S.	4/15/02
DO5S2	Establish a formal set of procedures to analyze resource costs and billing models prior to implementing new services.	Dan S.	3/31/02
DO5S3	Partnering with the Software Development division, seek ways to better estimate ongoing costs for new or significantly enhanced systems.	Dan S.	6/30/02

Provide Value to our Customers

Department Objective (DO6): Communicate ITD's direction and accomplishments and meet legislative directives to develop the ITD business plan and annual report.

Strategy		Owner	Due Date
DO6S1	Continue development of performance measures, identify data sources, and establish processes for tracking and reporting.	Rob G.	5/1/02 (Start 1/22/02)
DO6S2	Hold quarterly sessions with the executive management team to review business plan progress and performance measures, adjusting courses of action where necessary.	Rob G.	4/1/02 (1 st session)
DO6S3	Develop ITD business plan and IT plan using best practices.	Rob G.	1/31/03 (Start 10/1/02)
DO6S4	Develop annual report incorporating value management and performance measures.	Rob G.	7/1/02 (Start 4/1/02)

Software Development Objective (SO1): Expand Project Management knowledge and techniques.

Strategy		Owner	Due Date
SO1S1	Improve Cost Estimating processes and management of the cost estimating process.	Systems Development Managers; Project Management Office	4/30/02 (Start 2/1/02)
SO1S2	Research project management collaboration tools.	Project Management Office	6/30/02 (Start 1/16/02)
SO1S3	Establish project management performance measures.	Vern W.	3/31/02 (Start 1/16/02)
SO1S4	Establish a project historical database to assist in cost estimating.	Project Management Office	8/31/02 (Start 2/1/02)

Software Development Objective (SO2): Maintain operational work processes that meet industry best practices.

Strategy		Owner	Due Date
SO2S1	Engage independent consultant to review and critique our methodologies.	Vern W.	08/31/02 (Start 5/1/02)
SO2S2	Complete plan to rewrite ITD Time reporting system.	Vern W.	11/30/02 (Start 9/1/02)
SO2S3	Enhance Time System to support Performance Management goal.	Vern W.	4/30/02 (Start 1/16/02)

Provide Value to our Customers

Software Development Objective (SO3): Improve the initiation and management of customer work requests through a simplified, automated process. Key considerations are:

- ☐ Provide a single, web-enabled, point of access for all requests.
- ☐ Provide method for customers to request reports.
- ☐ Provide convenient access to; a) billing information, b) project status, c) project assignment information, d) project estimates.
- ☐ Require time & status entries on a consistent basis.
- ☐ Integrate agency work request system(s) with existing ITD request system.

Strategy		Owner	Due Date
SO3S1	Gather customer and ITD requirements, identify gaps of present versus future, achieve consensus of requirements, design and implement the system, and train staff and develop policy to ensure timely, regular updates of information.	Vern W.	6/30/02 (Start 12/19/01)

Software Development Objective (SO4): Improve web service offerings.

Strategy		Owner	Due Date
SO4S1	Implement technology that gives web users the ability to customize a personal view. ('My' web sites.)	e-Team	10/30/02 (Start 1/7/02)
SO4S2	Implement XML on one project.	e-Team	12/31/02 (Start 9/3/01)

Software Development Objective (SO5): Develop new methods for improving communications.

Strategy		Owner	Due Date
SO5S1	Implement video-conferencing between ITD locations.	Vern W.	4/30/02 (Start 1/8/02)

Software Development Objective (SO6):

Research new technologies and make recommendations for establishing new lines of business.

Strategy		Owner	Due Date
SO6S1	Research and select Web Content Management Software.	e-Team	12/31/02 (Start 1/7/02)
SO6S2	Research Customer Relationship Management technology and techniques.	e-Team; Selected group of developers	12/31/02 (Start 9/3/02)
SO6S3	Research software development technology for programming handheld wireless devices (Phones/PDAs).	e-Team; Selected group of developers	12/31/02 (Start 9/3/02)
SO6S4	Research applications for Smart Cards and similar devices.	Selected group of developers	10/30/02 (Start 4/2/02)
SO6S5	Establish GIS data repository	GIS Coordinator	6/30/02 (Start 11/1/01)
SO6S6	Research ASF replacement	Systems development managers	4/30/02 (Start 9/1/01)

Provide Value to our Customers

Computer Services Objective (CO1): Implement a consistent process for deploying servers.

Strategy		Owner	Due Date
CO1S1	Design a “Systems Assurance Process Review” (SAPR) and implement process.	Lynette G.	1/31/02

Computer Services Objective (CO2): Establish an automated process for reporting system errors.

Strategy		Owner	Due Date
CO2S1	Install Compaq Insight Manager XE and establish internal procedures to insure error notifications are responded to in a timely manner.	Lynette G.	1/31/02

Computer Services Objective (CO3): Automate the deployment and management of desktop software.

Strategy		Owner	Due Date
CO3S1	Install and utilize the Altiris tool for managing systems remotely.	Lynette G.	5/31/02

Computer Services Objective (CO4): Implement universal groupware faxing solution.

Strategy		Owner	Due Date
CO4S1	Implement RightFax application.	Gary V.	1/31/02

Computer Services Objective (CO5): Investigate the potential for a single enterprise groupware system.

Strategy		Owner	Due Date
CO5S1	Gather input regarding current and future groupware technologies, including complex issues such as cross-platform scheduling and instant messaging; produce report and present findings.	Gary V.	4/30/02

Computer Services Objective (CO6): Direct the instant messaging trend to provide a cohesive solution to state government.

Strategy		Owner	Due Date
CO6S1	Gather input regarding current and future instant messaging tools including complex issues such as disparate hosts and clients; produce report and present findings.	Gary V.	4/30/02

Provide Value to our Customers

Computer Services Objective (CO7): Upgrade ITD Exchange Service to Microsoft Exchange 2000.

Strategy		Owner	Due Date
CO7S1	Gather input from the user community to address complex issues such as changes to the Active Directory schema. Create a test environment to assure system integrity for an upgrade to the production environment.	Gary V.	4/30/02

Computer Services Objective (CO8): Utilize ITD Help Desk for system availability notification.

Strategy		Owner	Due Date
CO8S1	Modify existing procedures to utilize existing Help Desk systems.	Gary V.	4/30/02

Computer Services Objective (CO9): Provide a higher level of AS/400 support.

Strategy		Owner	Due Date
CO9S1	<input type="checkbox"/> Prepare & implement detailed employee career development plans. <input type="checkbox"/> Establish AS/400 support coverage consistent with that of the S/390 services.	Jeff C.	1/11/02

Computer Services Objective (CO10): Support the IBM WebSphere platform with knowledgeable staff.

Strategy		Owner	Due Date
CO10S1	<input type="checkbox"/> Prepare & implement detailed employee career development plans. <input type="checkbox"/> Provide for support coverage consistent with that of a 24x7 on-call operation.	Jeff C.	1/31/02

Computer Services Objective (CO11): Support the Unix platforms with knowledgeable staff.

Strategy		Owner	Due Date
CO11S1	<input type="checkbox"/> Prepare & implement detailed employee career development plans. <input type="checkbox"/> Provide for support coverage consistent with that of a 24x7 on-call operation.	Jeff C.	2/28/02

Computer Services Objective (CO12): Maintain S/390 support at our current level of expertise.

Strategy		Owner	Due Date
CO12S1	<input type="checkbox"/> Analyze current workload of support staff for the S/390. <input type="checkbox"/> Prepare report advising ITD on the need for future support addressing staff retirements and a declining S/390 college curriculum	Jeff C.	11/1/02

Provide Value to our Customers

Computer Services Objective (CO13): Maintain SAN fabric and ensure design conforms to ITD Business Recovery Processes.

Strategy		Owner	Due Date
CO13S1	<ul style="list-style-type: none"> ❑ Build a consistent and uniform storage management process for all ITD data. ❑ Study the feasibility to extend the SAN fabric to benefit all state government infrastructure. ❑ Establish support coverage consistent with that of a 24x7 on-call operation. 	Jeff C.	7/1/02

Computer Services Objective (CO14): Establish and utilize IT system performance measures based on industry best practices.

Strategy		Owner	Due Date
CO14S1	<ul style="list-style-type: none"> ❑ Implement process to capture activity and compile data for the measurement process. ❑ Establish quarterly review process to derive direction and benefit. 	Dean G.	6/1/02

Telecommunications Objective (TO1): Maintain network availability and integrity.

Strategy		Owner	Due Date
TO1S1	Develop and staff a Network operations center capable of doing the network monitoring, operational functions, trouble shooting, and administrative tasks necessary to insure that network availability is maximized and the integrity of the network is maintained.	Jerry F.	8/30/02
TO1S2	Upgrade the core switching fabric of the Capitol/Metro network infrastructure to allow for video QoS, faster problem isolation, and more redundancy.	Tim H.	5/1/02 (started 10/1/01)
TO1S3	Reconfigure DMZ/Firewall implementation to provide multiple DMZs for tighter security and easier isolation of Internet created problems such as viruses and denial of service attacks.	Curt W.	2/28/02 (started 12/1/01)
TO1S4	Improve monitoring of Internet usage to provide more detailed information on what bandwidth is being used for. Predict when increased bandwidth will be needed and research alternatives to additional bandwidth.	Tim D.	4/30/02 (start 1/1/02)
TO1S5	Provide the consulting and support required to add up to 80 additional H.323 video sites to the network.	Duane H. & Bruce F.	10/30/02 (start 1/1/02)

Telecommunications Objective (TO2): Provide requested service enhancements to the network.

Strategy		Owner	Due Date
TO2S1	Upgrade local dial access in 9 cities to 56Kb with dedicated T-1 trunks.	John A.	8/30/02 (start 1/1/02)

Provide Value to our Customers

TO2S2	Investigate how wireless technology can be used for Stage Net connectivity.	John S.	12/31/02 (start 1/1/02)
TO2S3	Work with the ETC Director and NDUS to implement an Internet 2 pilot project involving the K-12 community.	Jim S.	12/31/02 (start 1/1/02)
TO2S4	Implement wireless internet access at the state capitol.	John S.	12/31/02 (start 1/1/02)
Telecommunications Objective (TO3): Support and maintain current voice services			
Strategy		Owner	Due Date
TO3S1	Complete an RFP process for long distance services and migrate to a new carrier if necessary.	Dot V.	6/30/02 (start 1/1/02)
TO3S2	Keep PBX and Meridian Administration Tools (MAT) software current. No more than one major release behind.	Roxy E.	10/30/02 (start 7/1/02)
TO3S3	Implement Optivity Telephone Management to replace MAT.	Dot V.	7/30/02 (start 4/1/02)
TO3S4	Implement CallPilot to replace Visit Messenger and supplement Meridian Mail.	Roxy E.	10/30/02 (start 7/1/02)
Telecommunications Objective (TO4): Provide requested service enhancements for voice.			
Strategy		Owner	Due Date
TO4S1	Implement Caller ID in 8 additional cities.	Marv F.	7/30/02 (start 1/1/02)
TO4S2	Implement large centralized Call Center for job Service North Dakota.	Dot V.	5/30/02 (start 1/1/02)
TO4S3	Insure all necessary infrastructure for two new buildings (Workers' Comp. And JSND) is planned and installed.	Craig Z.	5/30/03 (start 1/1/02)
Telecommunications Objective (TO5): Improved reporting from the problem management system.			
Strategy		Owner	Due Date
TO5S1	Improved problem reporting categories to aid in decision making. Categories must be granular enough so reports can be produced to help management focus resources on areas that need improvement.	Cindy K.	4/30/02 (start 1/1/02)
TO5S2	Produce incident reports for senior management. Incident reports are the who, what, when, where, and why for high impact, long duration, or recurring outages of the network or critical systems.	Cindy K.	7/30/02 (start 4/1/02)
TO5S3	Review, and revise as necessary, the problem priority setting and escalation processes.	Cindy K.	10/30/02 (start 7/1/02)

Provide Value to our Customers

TO5S4	Write and publish a HEAT users manual for ITD employees.	Cindy K.	12/31/02 (start 10/1/02)
Telecommunications Objective (TO6): Match staff to workload.			
Strategy		Owner	Due Date
TO6S1	Complete consultant study of network workload, staffing, and organization. Implement as many of the recommendations and best practices as possible.	Jerry F.	12/31/02 (start 1/1/02)
TO6S2	Develop and implement a time reporting system that will provide meaningful decision making information to management, but not be overly burdensome to employees.	Jerry F.	5/30/02 (start 1/1/02)
Telecommunications Objective (TO7): Maximize the Value of Connection to Stage Net			
Strategy		Owner	Due Date
TO7S1	Implement a Stage Net website for the collection and dissemination of network information.	Jerry F.	9/30/02 (start 1/1/02)
TO7S2	Define meaningful indicators of network performance that can be affordably collected. Develop performance measures and publish them on the website.	Jerry F.	12/30/02 (start 1/1/02)
TO7S3	Review all aspects of network operations for possible cost reduction. Offset increasing personnel costs by reducing equipment and services costs.	Jerry F.	12/30/02 (start 1/1/02)
Administration Objective (AO1): Meet all financial budgeting and reporting requirements.			
Strategy		Owner	Due Date
AO1S1	Set rates for 2003-2005 Biennium 1. Review current cost center status 2. Review services for significant cost changes in the 2003-2005 biennium 3. Set and publish new rates and budget guidelines	Dan S.	3/31/02
AO1S2	Preparation of 2003-2005 Budget 1. Review current budget status and make operational projections 2. Review services for significant cost changes and expenditures in the 2003-2005 biennium 3. Review IT Plan for tie to budget 4. Prepare and submit budget on SIBR	Dan S.	6/15/02 6/30/02 6/30/02 7/15/02
AO1S3	Preparation of 2002 Financial Statements. 1. Revise Statements to reflect new GASB34 requirements.	Jennifer M.	8/31/02

Provide Value to our Customers

AO1S4	E-Rate Year 5 Filing : work with SENDIT to make sure proper forms are filed. 1. Form 470 Filing if necessary (per USAC not necessary for Year 5). 2. Get free and reduced reports from DPI. 3. File electronic and signed Form 471.	Dan S.	12/12/01 12/20/01 1/11/02
AO1S5	E-Rate Year 6 Filing: work with SENDIT to make sure proper forms are filed 1. Initial meeting with SENDIT to review Year 6 timelines 2. Form 470 Filing if necessary 3. Get free and reduced reports from DPI 4. File electronic and signed Form 471	Dan S.	10/18/02 10/31/02 12/1/02 12/31/02
Administration Objective (AO2): Provide agencies access to billing history			
Strategy		Owner	Due Date
AO2S1	Provide agencies more access to billing. 1. Finish development work. 2. Agency Training Sessions.	Jennifer M.	1/31/02 2/28/02
Administration Objective (AO3): Review Procurement processes and duties.			
Strategy		Owner	Due Date
AO3S1	Review procurement processes and duties. 1. Review current procurement processes and participants involved. 2. Work with support staff to consolidate and refine processes and duties.	Dan S.	04/15/02 04/30/02
Administration Objective (AO4): Provide a recommendation for a Version Control System for client server applications.			
Strategy		Owner	Due Date
AO4S1	Test Rational ClearCase, Microsoft SourceSafe and PVCS Version Manager to determine which of the three is the best version control system for ITD. Take into consideration speed, storage requirements and security capabilities of each product. This objective will involve ITD's Research section.	Larry L.	1/15/02
Administration Objective (AO5): Disaster Recovery Test 2002.			
Strategy		Owner	Due Date
AO5S1	1. Schedule test. 2. Define test goals. Coordinate the test goals with the Bank of North Dakota. 3. Perform test. The test will involve ITD's Computer Services section, the Network section and the Bank of North Dakota.	Larry L.	10/31/02

Administration Objective (AO6): Refine Small System Disaster Recovery Plan.

Strategy		Owner	Due Date
AO6S1	Review all ITD servers to determine their criticality and the best method to restore the business function provided by each server. This objective will involve ITD's Computer Services Desktop Support section.	Larry L.	7/1/02

Administration Objective (AO7): Disaster Recovery Manual Updates and Distributions.

Strategy		Owner	Due Date
AO7S1	Make all necessary updates to ITD's disaster recovery plan so it can be re-distributed twice in 2002. This objective will involve ITD's Computer Services section.	Larry L.	7/31/02

Administration Objective (AO8): Mirroring Project

Strategy		Owner	Due Date
AO8S1	Work with the Computer Services section and Network Section to determine the feasibility of establishing a mirrored sight for ITD.	Larry L.	12/31/02

Administration Objective (AO9): Continue implementation of EDMS projects.

Strategy		Owner	Due Date
AO9S1	<ol style="list-style-type: none"> 1. DHS Medical Claims Forms 2. DHS Child Support 3. Game and Fish Forms Processing 4. Job Service 5. Department of Transportation 6. Secretary of State 7. Tax Department additional tax types 8. ITD Software Development 	Bill R.	1/18/02 4/30/02 6/30/02 6/30/02 6/30/02 6/30/02 9/30/02 10/30/02

Administration Objective (AO10): Implement Electronic Forms Infrastructure.

Strategy		Owner	Due Date
AO10S1	<ol style="list-style-type: none"> 1. Develop E-Forms Requirements. 2. RFP Process. 3. Implementation 	Becky L.	1/18/02 1/18/02 4/1/02

Administration Objective (AO11): Implement Report Viewing component of EDMS infrastructure.

Strategy		Owner	Due Date
AO11S1	<ol style="list-style-type: none"> 1. Management approval to proceed. 2. Purchase and implement solution. 3. Begin migrating selected applications. 	Bill R.	1/31/02 3/29/02 6/12/02

Provide Value to our Customers

Administration Objective (AO12): Micrographics transition.

Strategy		Owner	Due Date
AO12S1	<ol style="list-style-type: none"> 1. ITD staff training and process review. 2. Develop project plan to move off of COM. 3. Begin migrating agencies per project plan. 	Becky L.	1/4/02 1/28/02 6/6/02

Administration Objective (AO13): Finalize Electronic Signatures Guidelines.

Strategy		Owner	Due Date
AO13S1	<ol style="list-style-type: none"> 1. Work to develop guidelines. 2. Obtain approval and finalize guidelines. 3. Print and distribute to agencies outside of committee. 4. Prepare standards and policies for committee review. 5. Assist in implementation. 	Becky L.	12/31/01 1/7/02 1/18/02 5/10/02 4/19/02

Administration Objective (AO14): Update Electronic Records Guidelines.

Strategy		Owner	Due Date
AO14S1	<ol style="list-style-type: none"> 1. Make necessary revisions and additions. 2. Present to electronic records committee. 3. Print and distribute information. 	Becky L.	4/1/02 3/15/02 4/1/02

Administration Objective (AO15): Update the "Standards for Microfilming North Dakota Public Records".

Strategy		Owner	Due Date
AO15S1	<ol style="list-style-type: none"> 1. Establish committee of user agencies. 2. Revise standards as appropriate. 3. Committee approves revised standards. 4. Print and distribute to agencies. 	Becky L.	11/18/02 11/22/02 11/29/02 12/13/02

Administration Objective (AO16): Finalize the retention schedules for the universities.

Strategy		Owner	Due Date
AO16S1	<ol style="list-style-type: none"> 1. Meet with interested universities to review proposed schedules. 2. Make revisions. 3. Obtain final approval. 4. Distribute to universities. 	Becky L.	5/31/02 7/12/02 7/31/02 8/23/02

Administration Objective (AO17): Finalize updates to the "City Records Management Manual".

Strategy		Owner	Due Date
AO17S1	<ol style="list-style-type: none"> 1. Obtain approval. 2. Print and distribute. 	Becky L.	4/30/02 6/14/02

Provide Value to our Customers

Administration Objective (AO18): Strengthen Network Security.

Strategy		Owner	Due Date
AO18S1	1. Strengthen ITD sever security, create server security checklist, require checklist to be complete prior to rolling out new servers, regular reviews of checklist.	Kenn S.	2/28/02
	2. Eliminate firewall conduits, have dept coordinators review theirs for correctness, actual usage reports, have team review current conduits and recommend alternatives.	Al V.	3/31/02

Administration Objective (AO19): Respond to 2001 ITD Audit Report.

Strategy		Owner	Due Date
AO19S1	1. Review SYS1 security, follow IBM's recommendations for access requirements.	Al V.	1/2/02
	2. Obtain signed annual authorizations, follow up with coordinators don't return forms by required date.		3/11/01
	3. Document security officer role, this will be defined in the security policy framework in item 1 above.		1/31/02
	4. Expand ITD security awareness, change new hire process, provide tutorials, posters, videos, read security policies and get signoffs.		1/15/01

Administration Objective (AO20): Review E-Mail Anti-Virus Structure.

Strategy		Owner	Due Date
AO20S1	1. Review mail relay for omissions, compare relay list to actual email servers (smtp) defined in dns and firewall.	Sean W.	1/8/02
	2. Re-route internal email through Internet Email Gateway scanners, if appropriate, re-route all out-going email from internal email servers through the ITD internet email gateway scanners.		1/31/02

Administration Objective (AO21): Review Intrusion Detection Products.

Strategy		Owner	Due Date
AO21S1	1. Create testing plan. 2. Arrange for hardware and software. 3. Test various software solutions. 4. Create white paper. 5. Participate with Cisco IDS, work with Networking .	Sean W.	3/6/02

Provide Value to our Customers

Administration Objective (AO22): Respond to Tax Dept Audit Recommendations.

Strategy		Owner	Due Date
AO22S1	<ol style="list-style-type: none"> 1. Review audit trails. 2. Create test procedures document. 3. Participate in design document. 4. Create communication infrastructure document. 5. Review encryption methodology. 6. Create trusted facilities manual. 7. Migrate related security recommendations to Common Criteria specifications. 	Al V.	1/15/02

Administration Objective (AO23): Expand Log Reporting Capability.

Strategy		Owner	Due Date
AO23S1	<ol style="list-style-type: none"> 1. Report on dialup violations, create process to send daily dialup violation to IT Coordinators. 2. Report on NDSTATE / NDGOV violations, create process to send daily NT violations to IT Coordinators. 	Al V.	1/15/02

Administration Objective (AO24): Perform Door Access Review.

Strategy		Owner	Due Date
AO24S1	Verify ITD door access cards, review current listing, perform physical inventory of all cards, have all personnel present their cards	Kenn S. & Sean W.	12/31/02

Administration Objective (AO25): Review VPN / Digital Certificate Capability.

Strategy		Owner	Due Date
AO25S1	<ol style="list-style-type: none"> 1. Investigate address translating VPN client, current VPN requires static internet address for clients, find out if other products allow for dynamic internet address for clients. 2. Investigate other VPN solutions. 3. Upgrade Entrust certificate authority to version 6.0, migrate existing cert authority to new version, requires using external ldap directory. 	Kenn S.	6/7/02 3/15/02 3/22/02

Administration Objective (AO26): Evaluate Long Range Projects.

Strategy		Owner	Due Date
AO26S1	<ol style="list-style-type: none"> 1. Investigate ZOS certificate capability, find out if ZOS (mainframe) can provide SSL capability. 2. Investigate ZOS encrypted TN3270, if SSL capable, how can TN3270 then be utilized to provide encrypted capability. 3. Test migration of DB/2 security to ZOS RACF, DB/2 uses internal security tables. Test migrating to RACF on LPAR. 	Al V.	3/31/02 4/30/02 5/31/02

	IT Objectives & Strategies		
	IT Objectives:		
	(to be developed as part of IT planning process)		
	IT Strategies		

Section 5-2: Statewide Direction and Leadership

Business Driver: Statewide Direction and Leadership

- Provide strategic IT direction for government and education in ND and influence the deployment of IT throughout the state.

Statewide Direction and Leadership

Performance

Measurement	Baseline	Target
Number of coordinated statewide initiatives.	6	Maintain / increase
ITD's compliance with legislative mandates.	100%	100%
IT percent of overall state budget.	4.64%	Monitor
Percent of large IT projects completed successfully.	100%	100%
Number of web-enabled applications available to citizens.	19	Increase

Business Objectives & Strategies

Department Objective (DO7): Maintain system availability and integrity through improved knowledge of security related issues and the establishment of policies and procedures.

Strategy		Owner	Due Date
DO7S1	Define agency security officer role and establish ongoing forum for regular communication with agencies.	Al V.	3/1/02
DO7S2	Finalize security policy framework (policies and standards).	Al V.	1/31/02
DO7S3	Assess and report upon the current status and related issues of Active Directory/LDAP.	Al V.	4/1/02

Department Objective (DO8): Establish statewide technology priorities and performance measures driven by a common requirements vision.

Strategy		Owner	Due Date
DO8S1	Develop an enterprise architecture process to meet enterprise business objectives by managing statewide IT investments.	Jenny W.	7/1/02
DO8S2	Implement the enterprise architecture process on an ongoing basis to establish technology direction and link technology investments to statewide business objectives.	Jenny W.	Ongoing (start 7/1/02)

Statewide Direction and Leadership

DO8S3	Incorporate the standards and policies process into the architecture process. To include, but not limited to; <ul style="list-style-type: none"> <input type="checkbox"/> PC Replacement. <input type="checkbox"/> MS software Assurance recommendation. <input type="checkbox"/> Seat Management service recommendation. <input type="checkbox"/> Security framework. <input type="checkbox"/> Groupware / e-mail. <input type="checkbox"/> LDAP / Active directory. <input type="checkbox"/> Wireless. <input type="checkbox"/> Disaster Recovery <input type="checkbox"/> Application servers. 	Dennis K.	12/31/02
Planning Objective (PO1): Encourage responsible management of IT resources and meet the legislative directive to review and approve IT plans.			
Strategy		Owner	Due Date
PO1S1	Provide assistance to agencies in the development of their IT plans.	Jenny W.	3/15/02 (start 10/1/01)
PO1S2	Create a technology review process for IT plans.	Jenny W.	6/15/02 (start 3/15/02)
PO1S3	Develop and implement a process for analyzing the relationship between IT plans and agency budgets.	Jenny W.	12/31/02 (start 6/15/02)
PO1S4	Compile and publish the agency IT plans.	Jenny W.	11/30/02
PO1S5	Provide accountability for IT expenditures and meet the legislative directive to approve IT acquisitions.	Dennis K.	Ongoing
PO1S6	Close the loop by evaluating the IT planning process at key milestones.	Jenny W.	3/15/02 9/1/02 5/1/03
Planning Objective (PO2): Provide statewide coordination of IT initiatives and meet the legislative directive to develop the statewide IT plan.			
Strategy		Owner	Due Date
PO2S1	Coordinate creation of statewide plan including Higher Education and K-12.	Nancy W.	7/31/02
PO2S2	Coordinate CJIS activities.	Nancy W.	4/1/02
PO2S3	Coordinate e-government planning.	Nancy W.	5/1/02
PO2S4	Develop budget for statewide IT initiatives.	Nancy W.	9/30/02
PO2S5	Compile and publish the statewide IT plan.	Nancy W.	11/30/02

Statewide Direction and Leadership

Planning Objective (PO3): Provide leadership and develop best practices for project management.

Strategy		Owner	Due Date
PO3S1	Provide assistance to agencies in project management practices.	Dirk H. / Rob G.	Ongoing
PO3S2	Meet the legislative directive to provide large project oversight.	Dirk H.	Quarterly
PO3S3	Evaluate and coordinate training offerings.	Dirk H. / Rob G.	8/1/02

Planning Objective (PO4): Coordinate research and special project activities.

Strategy		Owner	Due Date
PO4S1	Develop a detailed plan for coordinating research.	Nancy W. / Jenny W.	2/1/02
PO4S2	Implement research coordination service.	Jenny W.	12/31/01 (start 3/1/02)
PO4S3	Support the CIO and ITD management team.	Nancy W.	Ongoing
PO4S4	Develop a communication plan for dissemination of research findings.	Jenny W.	1/02 - 4/02

Planning Objective (PO5): Develop consulting services.

Strategy		Owner	Due Date
PO5S1	Develop a plan for implementing consulting services..	Nancy W.	3/1/02
PO5S2	Implement consulting services if approved.	Nancy W.	(Based on plan)
PO5S3	Pilot consulting services through Tax Department initiative.	Nancy W.	5/1/02

Telecommunications Objective (TO8): Provide requested service enhancements to the network.

Strategy		Owner	Due Date
TO8S1	Stage Net Phase III – Connect libraries to the state network.	Tim P.	12/31/02 (start 7/1/02)
TO8S2	Aggressively pursue Stage Net connections to all DSL service providers in the state. The goal is to have DSL connectivity to Stage Net wherever it is available.	Rod E.	12/31/02 (start 1/1/02)

Administration Objective (AO27): Review of research efforts within ITD.

Strategy		Owner	Due Date
AO27S1	Participate in study to review research and development efforts within ITD and provide recommendations on suggested changes.	Sam S.	6/30/02

	Administration Objective (AO28): Review role of R&D in providing Real Audio/Video services to state government.		
	Strategy		Owner
	AO28S1	Review role of R&D in providing Real Audio/Video services to state government.	Sam S.
	IT Objectives & Strategies		
	IT Objectives:		
	(to be developed as part of IT planning process)		
	IT Strategies:		

Section 5-3: Customer Relationships and Satisfaction

Business Driver: Customer Relationships and Satisfaction

- Understand customer business requirements and raise awareness of technologies available in order to provide products and services that will meet or exceed their expectations and assist in accomplishing their goals.

Customer Relationships and Satisfaction

Performance			
Measurement		Baseline	Target
Percent of reported problems resolved within Support Center (unassigned).		72%	75%
Percent of reported & assigned problems responded to within one hour.		74%	90%
Mean time working hours required to resolve reported & assigned problems.		2.53	2.25
Percent of statewide IT budgets directed to ITD.		99-01 – 25% 01-03 – 31%	
Customer satisfaction indexes (annual survey). <div><input type="checkbox"/> Cost</div> <div><input type="checkbox"/> Timeliness</div> <div><input type="checkbox"/> Quality</div> <div><input type="checkbox"/> Knowledge</div> <div><input type="checkbox"/> Professionalism & Courtesy</div>		Satisfied/Very satisfied customers: 90% 96.3% 96.5% 97.6% 100%	Monitor
Business Objectives & Strategies			
Department Objective (DO9): Increase satisfaction by improving customer awareness of projects and activities.			
Strategy		Owner	Due Date
DO9S1	Gather agency input and define, from ITD’s viewpoint, the roles & responsibilities of the agency IT Coordinator. Execute study & communicate results. Project team; Ressler, Fossum, Ohlhauser, Welder.	Ardy P.	3/1/02
DO9S2	Discuss customer communication needs with Telecommunications Advisory group and present findings to executive management team.	Jerry F.	2/1/02

Customer Relationships and Satisfaction

DO9S3	Establish an ongoing program designed to inform customers of items essential to doing business with ITD.	Mike R.	2/20/02 (start 1/1/02)
DO9S4	Discuss customer communication needs with ITD executive advisory committee and implement recommendations.	Curt W.	4/1/02
DO9S5	Develop a departmental marketing/communication plan that identifies target audience groups, information format and delivery methods that are appropriate per audience, and frequency of communications. Initiate study, review plan and implement accordingly.	Mike R.	3/30/02
DO9S6	Establish ITD web content coordinator to ensure accountability and proper management of web information. 1) Establish quarterly reviews by management team. 2) Utilize communication consultant to study & recommend options to ensure web content is “fresh”.	Mike R.	1/31/02 1/15/02
DO9S7	Enhance IT Directional meetings by including agency-conducted demos or presentations of innovative or “common interest” systems.	Mike R.	Quarterly
DO9S8	Establish internal policy requiring all project plans to include a communication plan.	Rob G.	5/31/02 (Start 5/1/02)
Department Objective (DO10): Identify better and more accurate ways to determine customer satisfaction			
Strategy		Owner	Due Date
DO10S1	Meet with a selected group of 15 agencies to discuss ITD performance measures and validate from customer’s perspective.	Mike R. & Rob G.	4/1/02 (start 2/15/02)
DO10S2	Each ITD division will establish mechanisms to survey customer satisfaction of major products & services at time of delivery.	Mike R.	5/1/02 (start 2/15/02)
IT Objectives & Strategies			
IT Objectives:			
(to be developed as part of IT planning process)			
IT Strategies:			

Section 5-4: Learning and Growth

Business Driver: Learning and Growth

- Achieve an efficient, motivated, and educated workforce with the knowledge, skills, and ability to meet our current and future challenges.

Learning and Growth

Performance			
Measurement		Baseline	Target
Voluntary employee turnover rate.		4%	Maintain within 4% - 6%
Average training hours and dollars spent per employee.		Hours - Dollars - \$2000	Hours - Dollars - \$2000
Employee satisfaction index.		1.96	2.0
Business Objectives & Strategies			
Department Objective (DO4): Improve communication and the utilization of resources by conducting efficient and effective meetings.			
Strategy		Owner	Due Date
DO4S3	Identify educational programs to improve ITD staff’s ability to facilitate meetings.	Ardy P.	4/1/02
Department Objective (DO11): Initiate department-wide programs that maintain or improve upon employee knowledge and satisfaction.			
Strategy		Owner	Due Date
DO11S1	Build upon the key components of ITD’s workforce recruiting and retention program by developing support programs. Phase 1 – develop program outlines. Phase 2 – implementation.	Ardy P.	4/15/02 12/31/02
DO11S2	Conduct annual survey of salaries, benefits and working conditions and identify issues with potential solutions.	Ardy P.	12/31/02
DO11S3	Develop and implement a strategic approach to training and developing ITD’s workforce. Phase 1 – develop outline & present to executive management. Phase 2 – implementation.	Ardy P	2/15/02 12/31/02
DO11S4	Review and rewrite IT job classifications as ITD’s business necessitates.	Ardy P.	4/15/02

DO11S5	Conduct a follow-up assessment of ITD's culture and management practices survey administered in the year 2001. Conduct and analyze survey. Coordinate follow-up initiatives & implement recommendations.	Ardy P.	3/30/02 7/1/02
Software Development Objective (SO1): Expand Project Management knowledge and techniques.			
Strategy		Owner	Due Date
SO1S5	Train 10 additional software developers in Project Management.	Systems Development Managers	12/31/02 (Start 8/5/01)
SO1S6	Partner with IT Planning division to research Project Management training options.	Systems Development Managers; Team Leaders; Project Management Office	7/31/02 (Start 2/1/02)
SO1S7	Conduct project management processes and guidelines training for all software developers that manage projects greater than 500 hours.	Project Management Office	4/30/02 (Start 2/1/02)
Software Development Objective (SO7): Reduce backlog of web service requests and ramp-up for anticipated demand.			
Strategy		Owner	Due Date
SO7S1	Train four more ITD software developers in web application development.	Systems Development Managers; e-Team	12/31/02 (Start 2/4/02)
Software Development Objective (SO8): Attain a Software Development staffing level that meets customer demand.			
Strategy		Owner	Due Date
SO8S1	Hire allocated FTE's	Systems development managers	10/31/02 (Start 7/1/01)
Computer Services Objective (CO15): Expand Project Management knowledge and techniques.			
Strategy		Owner	Due Date
CO15S1	Educate CS management staff in formal project management and obtain certification.	Dean G.	12/31/02
Computer Services Objective (CO16): Address workload and staffing issues.			
Strategy		Owner	Due Date
CO16S1	<input type="checkbox"/> Document work processes. <input type="checkbox"/> Document hardware/software support staff requirements. <input type="checkbox"/> Establish an action plan that responds to support requirements versus resource availability.	Dean G.	6/30/02

	Telecommunications Objective (TO6): Match staff to workload.		
	Strategy		Owner
	TO6S3	Add a full time HEAT administrator to the Support Center to allow the Support Center Manager time to manage the people and problem management process.	Jerry F.
	IT Objectives & Strategies		
	IT Objectives:		
	(to be developed as part of IT planning process)		
	IT Strategies:		

6

Section 6 – Division Worksheets

- 6-1 Department Strategies
- 6-2 IT Planning Strategies
- 6-3 Software Development Strategies
- 6-4 Computer Services Strategies
- 6-5 Telecommunications Strategies
- 6-6 Administration Strategies

Section 6-1: Department Strategies

Strategy	Description	Owner	Start Date	Due Date
DO1S1	Meet with ITD sections to identify what problem and change related information needs to be shared and its timeliness to be effective. Establish process to review and refine on a quarterly basis.	Cindy K.	1/1/02	2/28/02
DO1S2	Establish policies and procedures to ensure problem status information is communicated internally, and to customers, on a timely basis.	Cindy K.	1/1/02	5/31/02
DO2S1	Improve internal ITD project request and tracking procedures by establishing project criteria, review, management, and reporting procedures.	Rob G.	1/22/02	3/1/02
DO2S2	Establish procedures to assess completed projects and determine their success in meeting project goals.	Rob G.	7/1/02	9/1/02
DO2S3	Assess present methods of communicating and storing project information. Present options to executive management team and implement identified actions.	Rob G.	4/1/02	8/1/02
DO3S1	Develop an ITD intranet that becomes a central repository for critical and valuable information. <ul style="list-style-type: none"> <input type="checkbox"/> Implement Phase 1. <input type="checkbox"/> Implement Phase 2. <ol style="list-style-type: none"> 1. Establish project team and scope, review with executive management team. 2. Assign project leader, identify resources required and establish project plan. 3. Execute project plan and complete project. 	Rob G.	2/15/02	8/1/02
DO4S1	List all ongoing ITD meetings, their purpose, schedule and intended audience. Review and adjust accordingly.	Mike R.	1/1/02	1/15/02
DO4S2	Establish guidelines to improve how internal and external meetings are conducted.	Mike R.	1/15/02	4/30/02
DO4S3	Identify educational programs to improve ITD staff's ability to facilitate meetings.	Ardy P.	1/1/02	4/1/02

Strategy	Description	Owner	Start Date	Due Date
DO5S1	Study of ITD's current and future revenue streams, present findings and recommendations to executive management team. Key considerations are: <ul style="list-style-type: none"> ❑ Shifts in computer platform usage. ❑ Long term support costs and its impact on TCO. ❑ Demands for more fixed-cost billing. 	Dan S.	1/1/02	4/15/02
DO5S2	Establish a formal set of procedures to analyze resource costs and billing models prior to implementing new services.	Dan S.	1/1/02	3/31/02
DO5S3	Partnering with the Software Development division, seek ways to better estimate ongoing costs for new or significantly enhanced systems.	Dan S.	1/1/02	6/30/02
DO6S1	Continue development of performance measures, identify data sources, and establish processes for tracking and reporting.	Rob G.	1/22/02	5/1/02
DO6S2	Hold quarterly sessions with the executive management team to review business plan progress and performance measures, adjusting courses of action where necessary.	Rob G.	3/15/02	4/1/02
DO6S3	Develop ITD business plan and IT plan using best practices.	Rob G.	10/1/02	1/31/03
DO6S4	Develop annual report incorporating value management and performance measures.	Rob G.	4/1/02	7/1/02
DO7S1	Define agency security officer role and establish ongoing forum for regular communication with agencies.	Al V.	1/1/02	3/1/02
DO7S2	Finalize security policy framework (policies and standards).	Al V.	1/1/02	1/31/02
DO7S3	Assess and report upon the current status and related issues of Active Directory/LDAP.	Al V.		4/1/02
DO8S1	Develop an enterprise architecture process to meet enterprise business objectives by managing statewide IT investments.	Jenny W.	1/1/02	7/1/02

Strategy	Description	Owner	Start Date	Due Date
DO8S2	Implement the enterprise architecture process on an ongoing basis to establish technology direction and link technology investments to statewide business objectives.	Jenny W.		Ongoing
DO8S3	Incorporate the standards and policies process into the architecture process. To include, but not limited to; <ul style="list-style-type: none"> <input type="checkbox"/> PC Replacement. <input type="checkbox"/> MS software Assurance recommendation. <input type="checkbox"/> Seat Management service recommendation. <input type="checkbox"/> Security framework. <input type="checkbox"/> Groupware / e-mail. <input type="checkbox"/> LDAP / Active directory. <input type="checkbox"/> Wireless. <input type="checkbox"/> Disaster Recovery <input type="checkbox"/> Application servers. 	Dennis K.	1/1/02	12/31/02
DO9S1	Gather agency input and define, from ITD's viewpoint, the roles & responsibilities of the agency IT Coordinator. Execute study & communicate results. Project team; Ressler, Fossum, Ohlhauser, Welder.	Ardy P.	1/1/02	3/1/02
DO9S2	Discuss customer communication needs with Telecommunications Advisory group and present findings to executive management team.	Jerry F.	1/1/02	2/1/02
DO9S3	Establish an ongoing program designed to inform customers of items essential to doing business with ITD.	Mike R.	1/1/02	2/20/02
DO9S4	Discuss customer communication needs with ITD executive advisory committee and implement recommendations.	Curt W.	3/1/02	4/1/02
DO9S5	Develop a departmental marketing/communication plan that identifies target audience groups, information format and delivery methods that are appropriate per audience, and frequency of communications. Initiate study, review plan and implement accordingly.	Mike R.	1/1/02	3/30/02

Strategy	Description	Owner	Start Date	Due Date
DO9S6	Establish ITD web content coordinator to ensure accountability and proper management of web information. 1. Establish quarterly reviews by management team. 2. Utilize communication consultant to study & recommend options to ensure web content is “fresh”.	Mike R.	1/1/02	1/31/02 1/15/02
DO9S7	Enhance IT Directional meetings by including agency-conducted demos or presentations of innovative or “common interest” systems.	Mike R.		Quarterly
DO9S8	Establish internal policy requiring all project plans to include a communication plan.	Rob G.	5/01//02	5/31/02
DO10S1	Meet with a selected group of 15 agencies to discuss ITD performance measures and validate from customer’s perspective.	Mike R. & Rob G.	2/15/02	4/1/02
DO10S2	Each ITD division will establish mechanisms to survey customer satisfaction of major products & services at time of delivery.	Mike R.	2/15/02	5/1/02
DO11S1	Build upon the key components of ITD’s workforce recruiting and retention program by developing support programs. <input type="checkbox"/> Phase 1 – develop program outlines. <input type="checkbox"/> Phase 2 – implementation.	Ardy P.	1/1/02	4/15/02 12/31/02
DO11S2	Conduct annual survey of salaries, benefits and working conditions and identify issues with potential solutions.	Ardy P.		12/31/02
DO11S3	Develop and implement a strategic approach to training and developing ITD’s workforce. <input type="checkbox"/> Phase 1 – develop outline & present to executive management. <input type="checkbox"/> Phase 2 – implementation.	Ardy P	1/1/02	2/15/02 12/31/02
DO11S4	Review and rewrite IT job classifications as ITD’s business necessitates.	Ardy P.	1/1/02	4/15/02

Strategy	Description	Owner	Start Date	Due Date
DO11S5	Conduct a follow-up assessment of ITD's culture and management practices survey administered in the year 2001. <ul style="list-style-type: none"> <input type="checkbox"/> Conduct and analyze survey. <input type="checkbox"/> Coordinate follow-up initiatives & implement recommendations. 	Ardy P.		3/30/02 7/1/02

Section 6-2: IT Planning Strategies

Strategy	Description	Owner	Start Date	Due Date
PO1S1	Provide assistance to agencies in the development of their IT plans.	Jenny W.	10/1/1	3/15/02
PO1S2	Create a technology review process for IT plans.	Jenny W.	3/15/02	6/15/02
PO1S3	Develop and implement a process for analyzing the relationship between IT plans and agency budgets.	Jenny W.	6/15/02	12/31/02
PO1S4	Compile and publish the agency IT plans.	Jenny W.		11/30/02
PO1S5	Provide accountability for IT expenditures and meet the legislative directive to approve IT acquisitions.	Dennis K.		Ongoing
PO1S6	Close the loop by evaluating the IT planning process at key milestones.	Jenny W.		3/15/02 9/1/02 5/1/03 7/31/02
PO2S1	Coordinate creation of statewide plan including Higher Education and K-12.	Nancy W.		
PO2S2	Coordinate CJIS activities.	Nancy W.		4/1/02
PO2S3	Coordinate e-government planning.	Nancy W.		5/1/02
PO2S4	Develop budget for statewide IT initiatives.	Nancy W.		9/30/02
PO2S5	Compile and publish the statewide IT plan.	Nancy W.		11/30/02
PO3S1	Provide assistance to agencies in project management practices.	Dirk H. / Rob G.		Ongoing
PO3S2	Meet the legislative directive to provide large project oversight.	Dirk H.		Quarterly
PO3S3	Evaluate and coordinate training offerings.	Dirk H. / Rob G.		8/1/02
PO4S1	Develop a detailed plan for coordinating research.	Nancy W. / Jenny W.		2/1/02
PO4S2	Implement research coordination service.	Jenny W.	3/1/02	12/31/01
PO4S3	Support the CIO and ITD management team.	Nancy W.		Ongoing

Strategy	Description	Owner	Start Date	Due Date
PO4S4	Develop a communication plan for dissemination of research findings.	Jenny W.	1/1/02	4/1/02
PO5S1	Develop a plan for implementing consulting services..	Nancy W.		3/1/02
PO5S2	Implement consulting services if approved.	Nancy W.		(Based on plan)
PO5S3	Pilot consulting services through Tax Department initiative.	Nancy W.		5/1/02

Section 6-3: Software Development Strategies

Strategy	Description	Owner	Start Date	Due Date
SO1S1	Improve Cost Estimating processes and management of the cost estimating process.	Systems Development Managers; Project Management Office	2/1/02	4/30/02
SO1S2	Research project management collaboration tools.	Project Management Office	1/16/02	6/30/02
SO1S3	Establish project management performance measures.	Vern W.	1/16/02	3/31/02
SO1S4	Establish a project historical database to assist in cost estimating.	Project Management Office	2/1/02	8/31/02
SO1S5	Train 10 additional software developers in Project Management.	Systems Development Managers	8/5/01	12/31/02
SO1S6	Partner with IT Planning division to research Project Management training options.	Systems Development Managers; Team Leaders; Project Management Office	2/1/02	7/31/02
SO1S7	Conduct project management processes and guidelines training for all software developers that manage projects greater than 500 hours.	Project Management Office	2/1/02	4/30/02
SO2S1	Engage independent consultant to review and critique our methodologies.	Vern W.	5/1/02	8/31/02
SO2S2	Complete plan to rewrite ITD Time reporting system.	Vern W.	9/1/02	11/30/02
SO2S3	Enhance Time System to support Performance Management goal.	Vern W.	1/16/02	4/30/02
SO3S1	Gather customer and ITD requirements, identify gaps of present versus future, achieve consensus of requirements, design and implement the system, and train staff and develop policy to ensure timely, regular updates of information.	Vern W.	12/19/01	6/30/02

Strategy	Description	Owner	Start Date	Due Date
SO4S1	Implement technology that gives web users the ability to customize a personal view. ('My' web sites.)	e-Team	1/7/02	10/30/02
SO4S2	Implement XML on one project.	e-Team	9/3/01	12/31/02
SO5S1	Implement video-conferencing between ITD locations.	Vern W.	1/8/02	4/30/02
SO6S1	Research and select Web Content Management Software.	e-Team	1/7/02	12/31/02
SO6S2	Research Customer Relationship Management technology and techniques.	e-Team; Selected group of developers	9/3/02	12/31/02
SO6S3	Research software development technology for programming handheld wireless devices (Phones/PDAs).	e-Team; Selected group of developers	9/3/02	12/31/02
SO6S4	Research applications for Smart Cards and similar devices.	Selected group of developers	4/2/02	10/30/02
SO6S5	Establish GIS data repository	GIS Coordinator	11/1/01	6/30/02
SO6S6	Research ASF replacement	Systems development managers	9/1/01	4/30/02
SO7S1	Train four more ITD software developers in web application development.	Systems Development Managers; e-Team	2/4/02	12/31/02
SO8S1	Hire allocated FTE's	Systems development managers	7/1/01	10/31/02

Section 6-4: Computer Services Strategies

Strategy	Description	Owner	Start Date	Due Date
CO1S1	Design a “Systems Assurance Process Review” (SAPR) and implement process.	Lynette G.		1/31/02
CO2S1	Install Compaq Insight Manager XE and establish internal procedures to insure error notifications are responded to in a timely manner.	Lynette G.		1/31/02
CO3S1	Install and utilize the Altiris tool for managing systems remotely.	Lynette G.		5/31/02
CO4S1	Implement RightFax application.	Gary V.		1/31/02
CO5S1	Gather input regarding current and future groupware technologies, including complex issues such as cross-platform scheduling and instant messaging; produce report and present findings.	Gary V.		4/30/02
CO6S1	Gather input regarding current and future instant messaging tools including complex issues such as disparate hosts and clients; produce report and present findings.	Gary V.		4/30/02
CO7S1	Gather input from the user community to address complex issues such as changes to the Active Directory schema. Create a test environment to assure system integrity for an upgrade to the production environment.	Gary V.		4/30/02
CO8S1	Modify existing procedures to utilize existing Help Desk systems.	Gary V.		4/30/02
CO9S1	<input type="checkbox"/> Prepare & implement detailed employee career development plans. <input type="checkbox"/> Establish AS/400 support coverage consistent with that of the S/390 services.	Jeff C.		1/11/02
CO10S1	<input type="checkbox"/> Prepare & implement detailed employee career development plans. <input type="checkbox"/> Provide for support coverage consistent with that of a 24x7 on-call operation.	Jeff C.		1/31/02

Strategy	Description	Owner	Start Date	Due Date
CO11S1	<ul style="list-style-type: none"> ❑ Prepare & implement detailed employee career development plans. ❑ Provide for support coverage consistent with that of a 24x7 on-call operation. 	Jeff C.		2/28/02
CO12S1	<ul style="list-style-type: none"> ❑ Analyze current workload of support staff for the S/390. ❑ Prepare report advising ITD on the need for future support addressing staff retirements and a declining S/390 college curriculum 	Jeff C.		11/1/02
CO13S1	<ul style="list-style-type: none"> ❑ Build a consistent and uniform storage management process for all ITD data. ❑ Study the feasibility to extend the SAN fabric to benefit all state government infrastructure. ❑ Establish support coverage consistent with that of a 24x7 on-call operation. 	Jeff C.		7/1/02
CO14S1	<ul style="list-style-type: none"> ❑ Implement process to capture activity and compile data for the measurement process. ❑ Establish quarterly review process to derive direction and benefit. 	Dean G.		6/1/02
CO15S1	Educate CS management staff in formal project management and obtain certification.	Dean G.		12/31/02
CO16S1	<ul style="list-style-type: none"> ❑ Document work processes. ❑ Document hardware/software support staff requirements. ❑ Establish an action plan that responds to support requirements versus resource availability. 	Dean G.		6/30/02

Section 6-5: Telecommunications Strategies

Strategy	Description	Owner	Start Date	Due Date
TO1S1	Develop and staff a Network operations center capable of doing the network monitoring, operational functions, trouble shooting, and administrative tasks necessary to insure that network availability is maximized and the integrity of the network is maintained.	Jerry F.	1/1/02	8/30/02
TO1S2	Upgrade the core switching fabric of the Capitol/Metro network infrastructure to allow for video QoS, faster problem isolation, and more redundancy.	Tim H.	10/1/01	5/1/02
TO1S3	Reconfigure DMZ/Firewall implementation to provide multiple DMZs for tighter security and easier isolation of Internet created problems such as viruses and denial of service attacks.	Curt W.	12/1/01	2/28/02
TO1S4	Improve monitoring of Internet usage to provide more detailed information on what bandwidth is being used for. Predict when increased bandwidth will be needed and research alternatives to additional bandwidth.	Tim D.	1/1/02	4/30/02
TO1S5	Provide the consulting and support required to add up to 80 additional H.323 video sites to the network.	Duane H. & Bruce F.	1/1/02	10/30/02
TO2S1	Upgrade local dial access in 9 cities to 56Kb with dedicated T-1 trunks.	John A.	1/1/02	8/30/02
TO2S2	Investigate how wireless technology can be used for Stage Net connectivity.	John S.	1/1/02	12/31/02
TO2S3	Work with the ETC Director and NDUS to implement an Internet 2 pilot project involving the K-12 community.	Jim S.	1/1/02	12/31/02
TO2S4	Implement wireless internet access at the state capitol.	John S.	1/1/02	12/31/02
TO3S1	Complete an RFP process for long distance services and migrate to a new carrier if necessary.	Dot V.	1/1/02	6/30/02

Strategy	Description	Owner	Start Date	Due Date
TO3S2	Keep PBX and Meridian Administration Tools (MAT) software current. No more than one major release behind.	Roxy E.	7/1/02	10/30/02
TO3S3	Implement Optivity Telephone Management to replace MAT.	Dot V.	4/1/02	7/30/02
TO3S4	Implement CallPilot to replace Visit Messenger and supplement Meridian Mail.	Roxy E.	7/1/02	10/30/02
TO4S1	Implement Caller ID in 8 additional cities.	Marv F.	1/1/02	7/30/02
TO4S2	Implement large centralized Call Center for job Service North Dakota.	Dot V.	1/1/02	5/30/02
TO4S3	Insure all necessary infrastructure for two new buildings (Workers' Comp. And JSND) is planned and installed.	Craig Z.	1/1/02	5/30/03
TO5S1	Improved problem reporting categories to aid in decision making. Categories must be granular enough so reports can be produced to help management focus resources on areas that need improvement.	Cindy K.	1/1/02	4/30/02
TO5S2	Produce incident reports for senior management. Incident reports are the who, what, when, where, and why for high impact, long duration, or recurring outages of the network or critical systems.	Cindy K.	4/1/02	7/30/02
TO5S3	Review, and revise as necessary, the problem priority setting and escalation processes.	Cindy K.	7/1/02	10/30/02
TO5S4	Write and publish a HEAT users manual for ITD employees.	Cindy K.	10/1/02	12/31/02
TO6S1	Complete consultant study of network workload, staffing, and organization. Implement as many of the recommendations and best practices as possible.	Jerry F.	1/1/02	12/31/02
TO6S2	Develop and implement a time reporting system that will provide meaningful decision making information to management, but not be overly burdensome to employees.	Jerry F.	1/1/02	5/30/02

Strategy	Description	Owner	Start Date	Due Date
TO6S3	Add a full time HEAT administrator to the Support Center to allow the Support Center Manager time to manage the people and problem management process.	Jerry F.	1/1/02	5/02
TO7S1	Implement a Stage Net website for the collection and dissemination of network information.	Jerry F.	1/1/02	9/30/02
TO7S2	Define meaningful indicators of network performance that can be affordably collected. Develop performance measures and publish them on the website.	Jerry F.	1/1/02	12/30/02
TO7S3	Review all aspects of network operations for possible cost reduction. Offset increasing personnel costs by reducing equipment and services costs.	Jerry F.	1/1/02	12/30/02
TO8S1	Stage Net Phase III – Connect libraries to the state network.	Tim P.	7/1/02	12/31/02
TO8S2	Aggressively pursue Stage Net connections to all DSL service providers in the state. The goal is to have DSL connectivity to Stage Net wherever it is available.	Rod E.	1/1/02	12/31/02

Section 6-6: Administration Strategies

Strategy	Description	Owner	Start Date	Due Date
AO1S1	Set rates for 2003-2005 Biennium 1. Review current cost center status 2. Review services for significant cost changes in the 2003-2005 biennium 3. Set and publish new rates and budget guidelines	Dan S.		3/31/02
AO1S2	Preparation of 2003-2005 Budget 1. Review current budget status and make operational projections 2. Review services for significant cost changes and expenditures in the 2003-2005 biennium 3. Review IT Plan for tie to budget 4. Prepare and submit budget on SIBR	Dan S.		6/15/02 6/30/02 6/30/02 7/15/02
AO1S3	Preparation of 2002 Financial Statements. <input type="checkbox"/> Revise Statements to reflect new GASB34 requirements.	Jennifer M.		8/31/02
AO1S4	E-Rate Year 5 Filing : work with SENDIT to make sure proper forms are filed. 1. Form 470 Filing if necessary (per USAC not necessary for Year 5). 2. Get free and reduced reports from DPI. 3. File electronic and signed Form 471.	Dan S.		12/12/01 12/20/01 1/11/02
AO1S5	E-Rate Year 6 Filing: work with SENDIT to make sure proper forms are filed 1. Initial meeting with SENDIT to review Year 6 timelines 2. Form 470 Filing if necessary 3. Get free and reduced reports from DPI 4. File electronic and signed Form 471	Dan S.		10/18/02 10/31/02 12/1/02 12/31/02
AO2S1	Provide agencies more access to billing. 1. Finish development work. 2. Agency Training Sessions.	Jennifer M.		1/31/02 2/28/02
AO3S1	Review procurement processes and duties. 1. Review current procurement processes and participants involved. 2. Work with support staff to consolidate and refine processes and duties.	Dan S.		04/15/02 04/30/02

Strategy	Description	Owner	Start Date	Due Date
AO4S1	Recommend version control system: Test Rational ClearCase, Microsoft SourceSafe and PVCS Version Manager to determine which of the three is the best version control system for ITD. Take into consideration speed, storage requirements and security capabilities of each product. This objective will involve ITD's Research section.	Larry L.		1/15/02
AO5S1	Disaster Recovery test: <input type="checkbox"/> Schedule test. <input type="checkbox"/> Define test goals. Coordinate the test goals with the Bank of North Dakota. <input type="checkbox"/> Perform test. The test will involve ITD's Computer Services section, the Network section and the Bank of North Dakota.	Larry L.		10/31/02
AO6S1	Refine small system disaster recovery plan: Review all ITD servers to determine their criticality and the best method to restore the business function provided by each server. This objective will involve ITD's Computer Services Desktop Support section.	Larry L.		7/1/02
AO7S1	Update disaster recovery manuals: Make all necessary updates to ITD's disaster recovery plan so it can be re-distributed twice in 2002. This objective will involve ITD's Computer Services section.	Larry L.		7/31/02
AO8S1	Mirroring project: Work with the Computer Services section and Network Section to determine the feasibility of establishing a mirrored sight for ITD.	Larry L.		12/31/02
AO9S1	Continue EDMS implementation: <input type="checkbox"/> DHS Medical Claims Forms <input type="checkbox"/> DHS Child Support <input type="checkbox"/> Game and Fish Forms Processing <input type="checkbox"/> Job Service <input type="checkbox"/> Department of Transportation <input type="checkbox"/> Secretary of State <input type="checkbox"/> Tax Department additional tax types <input type="checkbox"/> ITD Software Development	Bill R.		1/18/02 4/30/02 6/30/02 6/30/02 6/30/02 6/30/02 9/30/02 10/30/02
AO10S1	Implement E-Forms: <input type="checkbox"/> Develop E-Forms Requirements. <input type="checkbox"/> RFP Process. <input type="checkbox"/> Implementation	Becky L.		1/18/02 1/18/02 4/1/02

Strategy	Description	Owner	Start Date	Due Date
AO11S1	Implement report viewing for E-Forms: <input type="checkbox"/> Management approval to proceed. <input type="checkbox"/> Purchase and implement solution. <input type="checkbox"/> Begin migrating selected applications.	Bill R.		1/31/02 3/29/02 6/12/02
AO12S1	Micrographics transition: <input type="checkbox"/> ITD staff training and process review. <input type="checkbox"/> Develop project plan to move off of COM. <input type="checkbox"/> Begin migrating agencies per project plan.	Becky L.		1/4/02 1/28/02 6/6/02
AO13S1	Finalize E-signature guidelines: <input type="checkbox"/> Work to develop guidelines. <input type="checkbox"/> Obtain approval and finalize guidelines. <input type="checkbox"/> Print and distribute to agencies outside of committee. <input type="checkbox"/> Prepare standards and policies for committee review. <input type="checkbox"/> Assist in implementation.	Becky L.		12/31/01 1/7/02 1/18/02 5/10/02 4/19/02
AO14S1	Update electronic records guidelines: <input type="checkbox"/> Make necessary revisions and additions. <input type="checkbox"/> Present to electronic records committee. <input type="checkbox"/> Print and distribute information.	Becky L.		4/1/02 3/15/02 4/1/02
AO15S1	Update "Standards for Microfilming": <input type="checkbox"/> Establish committee of user agencies. <input type="checkbox"/> Revise standards as appropriate. <input type="checkbox"/> Committee approves revised standards. <input type="checkbox"/> Print and distribute to agencies.	Becky L.		11/18/02 11/22/02 11/29/02 12/13/02
AO16S1	Finalize university retention schedules: <input type="checkbox"/> Meet with interested universities to review proposed schedules. <input type="checkbox"/> Make revisions. <input type="checkbox"/> Obtain final approval. <input type="checkbox"/> Distribute to universities.	Becky L.		5/31/02 7/12/02 7/31/02 8/23/02
AO17S1	Finalize "City Records Management Manual": <input type="checkbox"/> Obtain approval. <input type="checkbox"/> Print and distribute.	Becky L.		4/30/02 6/14/02

Strategy	Description	Owner	Start Date	Due Date
AO18S1	Strengthen network security:			
	<input type="checkbox"/> Strengthen ITD sever security, create server security checklist, require checklist to be complete prior to rolling out new servers, regular reviews of checklist.	Kenn S.		2/28/02
	<input type="checkbox"/> Eliminate firewall conduits, have dept coordinators review theirs for correctness, actual usage reports, have team review current conduits and recommend alternatives.	Al V.		3/31/02
AO19S1	Respond to 2001 audit report:			
	<input type="checkbox"/> Review SYS1 security, follow IBM's recommendations for access requirements.	Al V.		1/2/02
	<input type="checkbox"/> Obtain signed annual authorizations, follow up with coordinators don't return forms by required date.			3/11/01
	<input type="checkbox"/> Document security officer role, this will be defined in the security policy framework in item 1 above.			1/31/02
	<input type="checkbox"/> Expand ITD security awareness, change new hire process, provide tutorials, posters, videos, read security policies and get signoffs.			1/15/01
AO20S1	Review email anti-virus structure:			
	<input type="checkbox"/> Review mail relay for omissions, compare relay list to actual email servers (smtp) defined in dns and firewall.	Sean W.		1/8/02
	<input type="checkbox"/> Re-route internal email through Internet Email Gateway scanners, if appropriate, re-route all out-going email from internal email servers through the ITD internet email gateway scanners.			1/31/02
AO21S1	Review intrusion detection products:			
	<input type="checkbox"/> Create testing plan.	Sean W.		3/6/02
	<input type="checkbox"/> Arrange for hardware and software.			
	<input type="checkbox"/> Test various software solutions.			
	<input type="checkbox"/> Create white paper.			
	<input type="checkbox"/> Participate with Cisco IDS, work with Networking .			

Strategy	Description	Owner	Start Date	Due Date
AO22S1	Respond to Tax Dept audit recommendations: <input type="checkbox"/> Review audit trails. <input type="checkbox"/> Create test procedures document. <input type="checkbox"/> Participate in design document. <input type="checkbox"/> Create communication infrastructure document. <input type="checkbox"/> Review encryption methodology. <input type="checkbox"/> Create trusted facilities manual. <input type="checkbox"/> Migrate related security recommendations to Common Criteria specifications.	Al V.		1/15/02
AO23S1	Expand log reporting capability: <input type="checkbox"/> Report on dialup violations, create process to send daily dialup violation to IT Coordinators. <input type="checkbox"/> Report on NDSTATE / NDGOV violations, create process to send daily NT violations to IT Coordinators.	Al V.		1/15/02
AO24S1	Perform door access review: Verify ITD door access cards, review current listing, perform physical inventory of all cards, have all personnel present their cards	Kenn S. & Sean W.		12/31/02
AO25S1	Review VPN/digital certificate capability: <input type="checkbox"/> Investigate address translating VPN client, current VPN requires static internet address for clients, find out if other products allow for dynamic internet address for clients. <input type="checkbox"/> Investigate other VPN solutions. <input type="checkbox"/> Upgrade Entrust certificate authority to version 6.0, migrate existing cert authority to new version, requires using external ldap directory.	Kenn S.		6/7/02 3/15/02 3/22/02
AO26S1	Evaluate long range projects: <input type="checkbox"/> Investigate ZOS certificate capability, find out if ZOS (mainframe) can provide SSL capability. <input type="checkbox"/> Investigate ZOS encrypted TN3270, if SSL capable, how can TN3270 then be utilized to provide encrypted capability. <input type="checkbox"/> Test migration of DB/2 security to ZOS RACF, DB/2 uses internal security tables. Test migrating to RACF on LPAR.	Al V.		3/31/02 4/30/02 5/31/02
AO27S1	Participate in study to review research and development efforts within ITD and provide recommendations on suggested changes.	Sam S.		6/30/02
AO28S1	Review role of R&D in providing Real Audio/Video services to state government.	Sam S.		10/31/02